



**Wednesday, 12 July 2023  
10.00 am**

**Meeting of  
Performance and  
Overview Committee  
Sadler Road  
Winsford  
CW7 2FQ**

Contact Officer:  
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Democratic Services

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## **Cheshire Fire Authority**

### **Notes for Members of the Public**

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The Agenda is usually divided into two parts. Most business is dealt with in the first part which is open to the public. On some occasions some business may need to be considered in the second part of the agenda, in private session. There are limited reasons which allow this to take place, e.g. as confidential information is being considered about an individual, or commercial information is being discussed.

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**MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE  
WEDNESDAY, 12 JULY 2023**

**Time : 10.00 am**

**Lecture Theatre - Training Centre, Sadler Road, Winsford, Cheshire CW7  
2FQ**

**AGENDA**

**PART 1 - Business to be discussed**

**1 PROCEDURAL MATTERS**

**1A Recording of Meeting**

Members are reminded that this meeting will be audio-recorded.

**1B Apologies for Absence**

**1C Declaration of Members' Interests**

Members are reminded to disclose any interests that are relevant to any item on the Agenda.

**1D Minutes of the Performance and Overview Committee**

(Pages 5 - 10)

To confirm as a correct record the Minutes of the meeting of the Performance and Overview Committee held on Wednesday 1<sup>st</sup> March 2023.

**ITEMS REQUIRING DISCUSSION/DECISION**

**2 Performance Report - Quarter 4, 2022-23**

(Pages 11 - 46)

**3 Programme Report - Quarter 4, 2022-23**

(Pages 47 - 64)

**4 Unitary Performance Groups Annual Report 2022-23**

(Pages 65 - 80)

**5 Annual Training Performance Report 2022-23**

(Pages 81 - 94)

**6 Safeguarding Children and Young People (CYP) and Adults,  
Annual Report 2022-23**

(Pages 95 - 104)

**7 Prosecutions Annual Report 2022-23**

(Pages 105 -  
112)

**8 HMICFRS 2021 Inspection Action Plan Closedown**

(Pages 113 -  
134)

**9 Annual Road Safety Report 2022-23**

(Pages 135 -

**10 Forward Work Programme**

146)  
(Pages 147 -  
148)

The table includes those items that have been identified/agreed to-date. Members are asked to agree any additional items at the end of the meeting which need to be added to the programme.

**PART 2 - BUSINESS TO BE DISCUSSED IN PRIVATE**



**MINUTES OF THE MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE  
held on Wednesday, 1 March 2023 at Lecture Theatre - Training Centre, Sadler Road,  
Winsford, Cheshire CW7 2FQ at 10.00 am**

**PRESENT:** Councillors Phil Harris (Chair), Peter Wheeler, Razia Daniels, Gina Lewis, Jonathan Parry, Peter Walker, Norman Wright and Derek Barnett

**1 PROCEDURAL MATTERS**

**A Recording of Meeting**

Members were reminded that the meeting would be audio-recorded.

**B Apologies for Absence**

Apologies for absence were received from Councillor James Nicholas.

**C Declaration of Members' Interests**

There were no declarations of Members' interests.

**D Minutes of the Performance and Overview Committee**

**RESOLVED:**

**That the minutes of the Performance and Overview Committee held on Wednesday 23<sup>rd</sup> November 2022 be confirmed as a correct record.**

**2 FINANCE REPORT - QUARTER 3, 2022-23**

The Treasurer introduced the report, which provided Members with a review of the Service's forecast financial outturn and reported on progress against 2022-23 capital projects.

He referred Members to the revised Grey Book pay award offer that had not been accepted. However, acceptance was recommended by the Fire Brigades Union; therefore, the offer had been built into the figures within the report. Members compliments the clarity of the report.

**RESOLVED: That**

**[1] the Finance Report – Quarter 3, 2022-23 forecast outturn position be noted.**

### **3 PERFORMANCE REPORT - QUARTER 3, 2022-23**

The Group Manager for Organisational Performance and Planning introduced the report, which provided an update on the Service's Quarter 3, 2022-23 performance for each of the Service's Key Performance Indicators (KPIs).

He drew Members attention to the Corporate Performance Scorecard and focussed on: the Number of Deaths in Primary Fires; the Number of Automatic Fire Alarms (AFAs) in Non-Domestic Premises; and the Thematic Inspections Completed by Operational Crews.

Members queried whether there were any trends relating to daylight hours for the increase in deliberate secondary fires. The Group Manager confirmed the data had been monitored quarterly, but it was unclear whether daylight hours were a trending factor. It was agreed that the data for deliberate secondary fires would be presented within the quarterly update report.

**RESOLVED: That**

**[1] the Performance Report – Quarter 3 2022-23 be noted.**

### **4 PROGRAMME REPORT - QUARTER 3, 2022-23**

The Head of Service Improvement provided Members with an update on the Service's programmes and projects (including those contained within the Authority's annual IRMP action plan). He highlighted the following:

- At the last Performance and Programme Board meeting, the On Call Programme project was closed and Water Safety Awareness and the Community Risk Management Plan PIDs were approved.
- The Station Modernisation Programme had been reviewed by the Estates and Property Committee and it was agreed the programme would enter the pre-construction service stage. A new site for the fire station at Ellesmere Port was in consideration.
- The Fire Cover Review was inclusive in the work undertaken on the Community Risk Management Plan. A further update would be shared with Members at the next Planning Day.
- The Emergency Services Mobile Communications project was predicted to remain a red risk for the foreseeable future due to the withdrawal of the Motorola contract. The contract is currently out for tender. It was agreed to remove the project from the Programme Report until there was more meaningful progress.
- A PID for the Road Safety Strategy Plan was expected in the next quarter.
- The Prevention Department review launch event was held on 24<sup>th</sup> November 2022 and was attended by 33 staff members. The Prevention Department Review PID would settle the scope of the review.

**RESOLVED: That**

**[1] the Programme Report – Quarter 3, 2022-23 be noted.**

**5 ANNUAL BONFIRE REPORT 2022**

The Deliberate Fire Reduction and Road Safety Manager introduced the report, which summarised the preventative and operational activities of the Service and partners during the bonfire period (24<sup>th</sup> October 2022 to 7<sup>th</sup> November 2022).

He advised that the Service attended 56 Small Deliberate Fires during the 2022 bonfire period, in comparison to 55 Small Deliberate Fires during the 2021 bonfire period. Despite the slight increase, the number of incidents were still lower than pre-pandemic times.

There were six reported attacks on operational crews during the bonfire period. The Service had secured police escorts during peak hours to mitigate the risk of further attacks.

Members expressed their concern with the reported attacks on operational crews during the bonfire period. The Deliberate Fire Reduction and Road Safety Manager reassured Members that attacks on crews were rare and those that occurred were in an isolated location. He explained that work with the anti-social behaviour governance panel helped mitigate these issues. Members commended Cheshire Constabulary for their collaboration and resource to help with anti-social behaviour around the bonfire period.

**RESOLVED: That**

**[1] the Annual Bonfire Report 2022 including the recommendations be noted.**

**6 ANNUAL ROAD SAFETY REPORT 2021-22**

The Deliberate Fire Reduction and Road Safety Manager introduced the report, which covered the Service's 2022-23 targeted road safety activities delivered in support of the multi-agency road safety plans of the local authorities and Cheshire Police.

It was reported that the Service had attended 372 road traffic collisions and 24.4% of these incidents involved exactification. The Road Safety team linked campaigns to national trends and reviewed their impact. The Road Safety team provided a road safety education plan to Cheshire East following a redesign of the programme.

A Member queried whether the data provided within the report could be broken down to identify motorway causalities. The Deliberate Fire Reduction and Road Safety Manager advised he would provide the data. The Head of Prevention and Protection further explained that although the Service monitors hot spots, the proportion of deaths and injuries on motorways, considering the number of drivers, is relatively low.

**RESOLVED: That**

**[1] the Annual Road Safety Report 2021-22 be noted.**

**7 EQUALITY, DIVERSITY AND INCLUSION SIX-MONTH UPDATE**

The Head of Communications and Engagement and the Equality and Inclusion Officer introduced the report, which provided an update about the key areas of focus and accomplishments as well as priorities for the next 6 months. They highlighted the following:

- There was an increase in women in the workforce due to the in house Communications team joining the Service and more females occupying operational roles. The Service were 7<sup>th</sup> out of 45 fire and rescue service for having the largest percentage of operational female firefighters.
- Work was ongoing following the release of the 2021 Census data to compare how representative the workforce is of the Cheshire community.
- There was a 12 month lag with the Gender Pay Gap report. The gender pay gap had increased to 19.6% which was comparable with other fire and rescue services.
- A review of accreditations and benchmarking was undertaken. It was agreed that that Service would step away from Stonewall with a view to find an accreditor that evaluated a broader view of equality, diversity and inclusion.
- Several taster days were organised in January 2023 which saw 25% of attendees being female and most had signed up to the buddying system.
- A new staff network dedicated to support the neurodiversity community was set up with temporary Assistant Chief Fire Officer Neil Griffiths as a sponsor and between 25-30 members at present.

The Head proposed that going forward Equality, Diversity and Inclusion reporting would take place annually

**RESOLVED: That**

**[1] the Equality, Diversity and Inclusion Six Month Update be noted; and**

**[2] in future, the Equality, Diversity and Inclusion report on progress and performance be submitted once a year, in the form of an Annual Report.**

**8 ANNUAL MENTAL HEALTH REPORT 2022**

The Mental Health Advisor introduced the report, which provided an update of the work undertaken over the last 12 months to deliver the objectives and priorities contained with the Service's Mental Health Strategy.



He highlighted key points from the report which included the following:

- Senior leaders had actively supported events and activities relating to mental health, such as World Mental Health Day and International Men's Day.
- The Mental Health Advisor continued to maintain visibility by partnering with the Service Fitness Advisor on joint visits to promote parity of esteem.
- The Mental Health Advisor worked with the HR department in work developing the 'Step Away' element of the new People Strategy.
- The TRiM pilot project in Cheshire East concluded in March 2023 followed by an evaluation report for consideration by the Mental Health Steering Group.

**RESOLVED That**

**[1] the Annual Mental Health Report 2022 be noted; and**

**[2] in future, the mental health report be submitted once a year, in the form of an Annual Report.**

**9 ANNUAL ENVIRONMENT AND CLIMATE CHANGE REPORT 2022**

The Environment and Sustainability Lead introduced the report, which provided an update on the progress that was being made by the Service concerning the environment and climate change agenda.

He highlighted the following key points from the report:

- During the reporting period of April 2021 to March 2022 there was a 6% increase in carbon emissions compared to the 2017 baseline. It was expected that emissions would decrease in the next reporting period.
- The Service was accredited to the Carbon Literacy Trust; the second fire and rescue service to be accredited. The inaugural carbon literacy workshop was held on 18<sup>th</sup> January and further workshops would be available to all staff throughout 2023.
- The Service Leadership Team had endorsed and proposed the signing of the Emergency Services Environment and Sustainability Charter.

A Member queried whether the Service measured other pollutants in the Cheshire, Halton and Warrington areas. The Environment and Sustainability Lead advised that there was no formal monitoring process for other pollutants and the Government declared it was not required for area in which the Service operates.

A Member raised concerns about environmental improvements to Service properties not included in the fire station modernisation programme. The Director of Governance advised that certain basic works on the Service owned houses needed to be completed before work on environmental improvements could be started.

**RESOLVED: That**

**[1] the Environment and Climate Change Report be noted.**

## 10 FORWARD WORK PROGRAMME

The table included those items that have been identified/agreed to-date.

It was agreed that the reports highlighted in grey on the table would be submitted to the Performance and Overview Committee annually rather than 6 monthly:-

- Equality, Diversity and Inclusion
- Environment and Climate Change
- Mental Health

**RESOLVED: That:**

**[1] the Forward Work Programme be noted.**

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 12<sup>TH</sup> JULY 2023  
**REPORT OF:** HEAD OF SERVICE IMPROVEMENT  
**AUTHOR:** GM AARON COLLIS

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**SUBJECT:** PERFORMANCE REPORT – QUARTER 4, 2022-23

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### **Purpose of Report**

1. To present the Quarter 4 (and therefore year-end), 2022-23 review of performance for each of the Service's Key Performance Indicators (KPIs).

### **Recommended that:**

- [1] Members review and consider the information presented in this report.

### **Background**

2. This report forms part of the Authority's performance reporting cycle and provides a summary of the Service's performance against the KPIs for Quarter 4, 2022-23.

### **Information**

3. The Service's Performance and Programme Board (members of the Service Leadership Team supported by various officers) receives a quarterly review of performance against the KPIs. The Board is responsible for monitoring and reviewing progress against performance targets and ensuring that action to improve performance is taken wherever possible if targets are not being met.
4. The Corporate Performance Scorecard in Appendix 1 reflects the Quarter 4 position against targets set and the year-on-year direction of travel for the Service's KPIs.
5. A more detailed description of each KPI, including a summary of current performance and any actions to improve performance, is provided in the Performance Health Report which is Appendix 2 to this report.

### **Financial implications**

6. There are no financial implications associated with the information in this report.

## **Legal implications**

7. There are no issues to report at the end of Quarter 4 that should impact upon the Service's ability to meet its statutory or other legal obligations.

## **Equality and Diversity implications**

8. The Service has, for a number of years, collected and reported equality monitoring data across a number of indicators. This is reported quarterly to the Equality Steering Group and annually to this committee so that trends can be identified and addressed.

## **Environmental implications**

9. There are no specific environmental implications. Environmental performance targets are reviewed and monitored as part of the delivery of the Authority's Environment and Climate Change Strategy.

### **Appendix 1 - Performance Report Scorecard, Year End 2022-2023**

### **Appendix 2 - Health Report**

### **Annex 1 - RTC Performance Report**

### **Annex 2 - Business Safety Infographic**

### **Annex 3 - Safety Central Infographic**

## Performance Report Scorecard, Year End 2022-2023

A Cheshire where there are no deaths, injuries or damage from fires or other emergencies



### Protecting Local Communities

	Actual	Target	Q4 Year on Year	Q4 2021-22
Deaths in Primary Fires	6	0	↑	3
Injuries in Primary Fires	27	36	↑	20
Accidental dwelling fires	310	329	↓	313
- % starting in kitchens	168 (54%)		↔	168 (54%)
- % in homes with residents over pensionable age	64 (21%)		↓	68 (22%)
Deliberate fires (Primary and Secondary)	1,081	991	↑	891
Fires in Non Domestic Premises	130	159	↓	153
AFAs in Non Domestic Premises	482	490	↓	494

	Actual	Target	Q4 Year on Year	Q4 2021-22
S&Ws Delivered to Heightened Risk	19,105	20,000	↑	11,268
Platinum address success rate	68%	65%	↓	81%
Thematic Inspections Completed	2,059	2,004	↑	2,015
Total NDP Fire Safety Audits Completed	1,463	1,115	↓	1,677
Risk Based Inspections Completed	1004	1240	↑	578

### Responding to Emergencies

	Actual	Target	Q4 Year on Year	Q4 2021-22
10 Minute Standard	87%	80%	↑	85%
Wholetime Availability	100%	100%	N/app	N/app
On Call Availability	53%	85%	↓	60%
Nucleus OC pumps	81%			
Primary OC pumps	53%			
Secondary OC pumps	36%			
NWFC: Time to Answer Call	6.1s	10s	N/app	N/app
NWFC: Time to Mobilise Appliance	93s	90s	N/app	N/app

### Developing the organisation

	Actual	Target	Q4 Year on Year	Q4 2021-22
Average Days/Shifts Lost to sickness	6.87	5.50	↓	6.71
Working Days Lost To Injury	40	40	↓	88

Performance Key			
Meeting target	↓ ↑	↑	Improved direction of travel year on year
Within 10% of target	↔	↑	No change in direction of travel
Failing against target by at least 10%	↓ ↓	↑	Negative direction of travel year on year by up to 10%
Target suspended	↓ ↑	↑	Negative direction of travel year on year by at least 10%

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## Performance and Overview Committee – Performance Health Report

### Indicator: [Number of Deaths in Primary Fires]

Primary fires include all fires in buildings, vehicles and some outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances

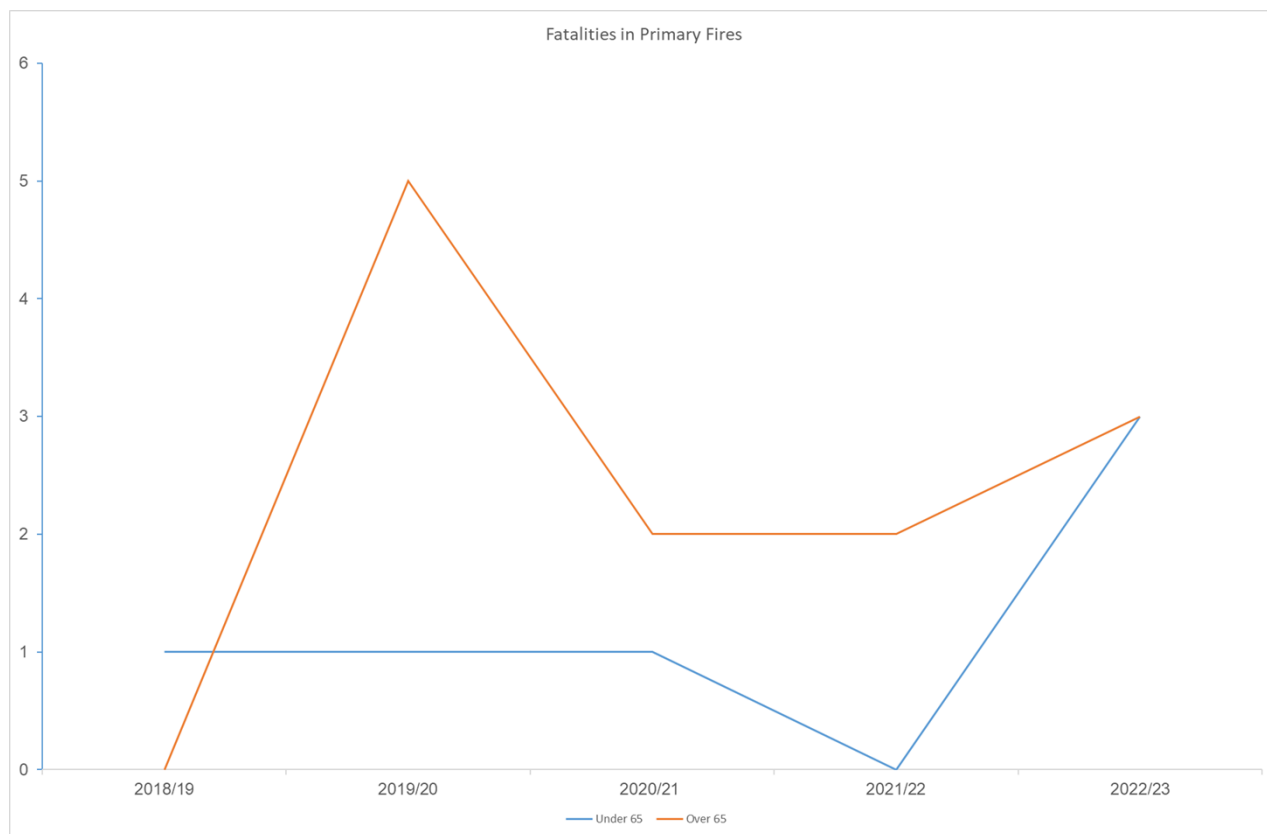
Reporting Period Q4 01/10/2022 to 31/03/2023

Q1 Target	0	Q1 Actual	2
Q2 Target	0	Q2 Actual	0
Q3 Target	0	Q3 Actual	3
Q4 Target	0	Q4 Actual	1
<b>YTD Cumulative Target</b>	<b>0</b>	<b>YTD Cumulative Actual</b>	<b>6</b>

Previous Status Current Status



### Summary of Current Performance



### Action taken to improve performance



Following further information from the Coroner's Office, two of the previously reported fatal fires in Quarter 1 are deemed not to be classified as fire deaths; this report therefore reflects a reduction compared with previous reports for that quarter.

Sadly, one further incident resulted in a fire fatality in Quarter 4 which involved a resident over the age of 65 in Ashton Hayes, Chester. A fatal fire report and with fire investigation officers scheduled to attend a Coroner's Inquest in September.

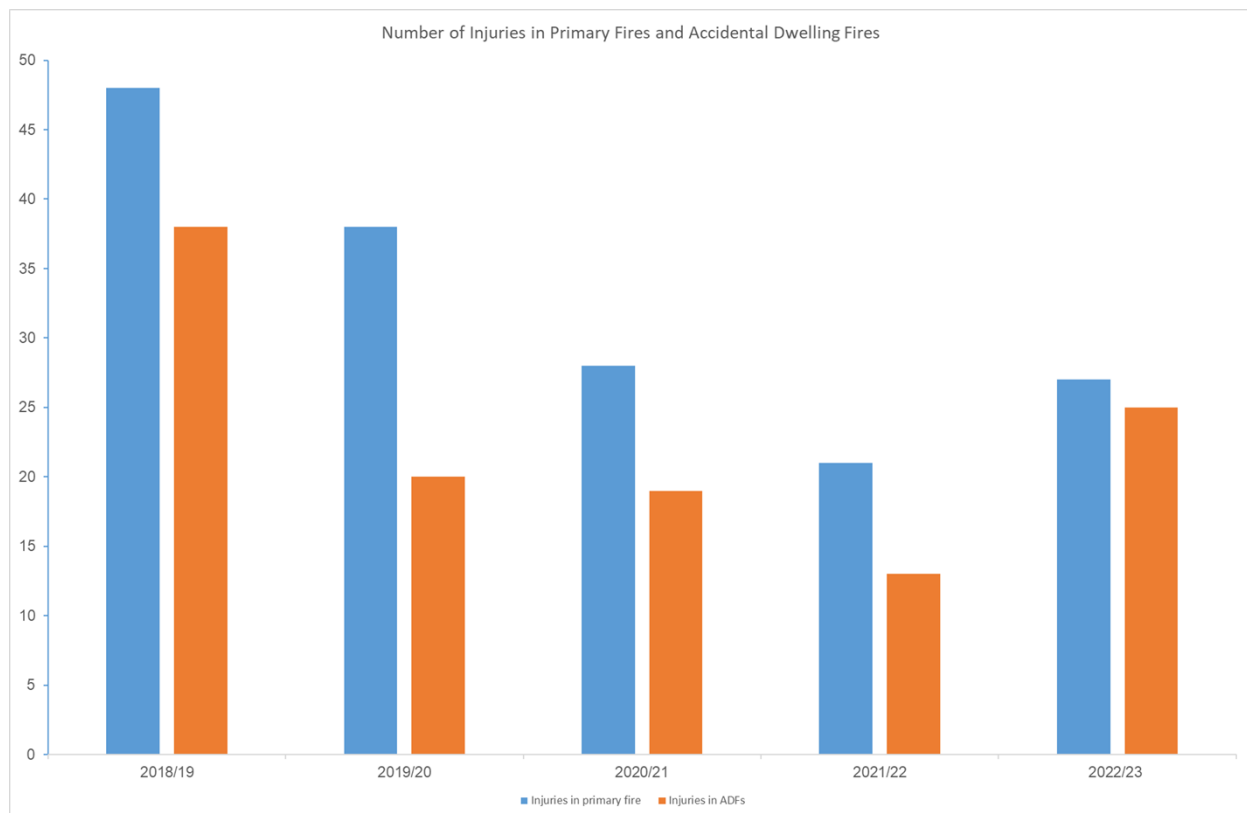
## Performance and Overview Committee – Performance Health Report

### Indicator: [Injuries in Primary Fires]

Primary fires include all fires in buildings, vehicles and some outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

Reporting Period Q4		01/10/2022 to 31/03/2023	
Q1 Target	11	Q1 Actual	9
Q2 Target	9	Q2 Actual	7
Q3 Target	8	Q3 Actual	7
Q4 Target	8	Q4 Actual	4
<b>YTD Cumulative Target</b>	<b>36</b>	<b>YTD Cumulative Actual</b>	<b>27</b>
Previous Status	Current Status		
			

### Summary of Current Performance



27 injuries occurred in the year to date against a target of 36.

- 25 of the 27 injuries occurred in accidental dwelling fires.
- 6 incidents involved people aged between 30-39, making this the age bracket with the highest number of injuries in the year to date.
- 8 injuries were classified as serious, all of which were in accidental dwelling fires.



Unitary Authority	Number of Injuries (year to date)
Cheshire East	4
Cheshire West & Chester	11
Halton	7
Warrington	5
<b>Total</b>	<b>27</b>

Cause	Number of Injuries
Cooking	6
Smoking related	5
Matches	4
Electrical supply	6
Heating equipment	1
Fuel/chemical related	2
Other domestic style appliance	3
<b>Total</b>	<b>27</b>

Age Group	Number of Injuries Serious	Number of Injuries Slight
5-9		1
10-14	1	2
20-24	1	
25-29		1
30-34	1	
35-39	2	3
40-44		2
55-59	2	
60-64		3
65-69		1
80-84		2
85-89		2
95-99		1
<b>Total</b>	<b>7</b>	<b>18</b>



Injury Description	Number of Injuries Serious	Number of Injuries Slight
Burns – severe	3	0
Burns – slight	0	5
Combination of burns and overcome by gas/smoke	1	1
Overcome by gas, smoke or toxic fumes; asphyxiation	3	12
Breathing difficulties	1	1
<b>Total</b>	<b>8</b>	<b>19</b>

#### Action taken to improve performance

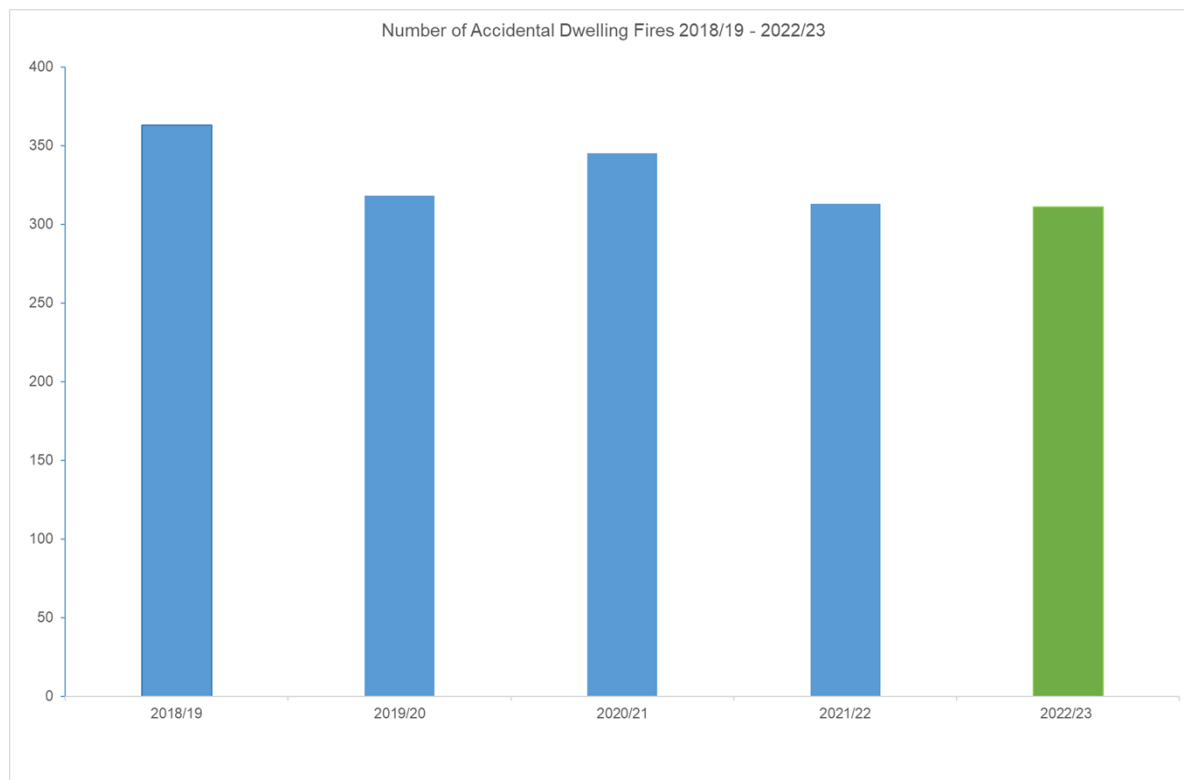
Information relating to our overall approach to reducing accidental dwelling fires (and subsequent injuries) is included within the subsequent performance indicator for accidental dwelling fires.

## Performance and Overview Committee – Performance Health Report

### Indicator: [Number of Accidental Dwelling Fires (ADFs)]

Reporting period Q4		01/10/2022 to 31/03/2023	
Q1 Target	89	Q1 Actual	79
Q2 Target	75	Q2 Actual	80
Q3 Target	84	Q3 Actual	83
Q4 Target	81	Q3 Actual	68
<b>YTD Cumulative Target</b>	<b>329</b>	<b>YTD Cumulative Actual</b>	<b>310</b>
Previous Status	Current Status		
			

### Summary of Current Performance



At the end of Quarter 4 there were 310 Accidental Dwelling Fires compared to a target of 329. There was no firefighting action required at 35.8% (111) of incidents.

Overall, 52% of incidents involve single occupancy and single parent households, which is one of our targeted groups for safe and well visits. These households however, only account for 19% of those across Cheshire.

We have been closely monitoring the causes of dwelling to fires to identify if the cost-of-living issues are resulting in an increase in fires resulting from open fuel source fires (due to occupiers trying to reduce reliance on central heating). To date there have been no discernible trends apparent.

## Summary of YTD Performance

Unitary Authority	Total
Cheshire East	111
Cheshire West & Chester	93
Halton	48
Warrington	58

Fire Location	Total
Kitchen	168
Bedroom	45
Living Room	21
External Structures	19
External Fittings	10
Other	47

Cause of Fire	Number of Incidents
Cooking	133
Electrical Supply	73
Smoking Materials/Cigarette Lighter	27
Domestic Appliance	31
Other	46

Fire Spread	Number of incidents
None	48
Confined to item first ignited	108
Limited to Room of Origin	106
Other	48

Occupancy Type	Was a smoke alarm present? Yes
Lone person over pensionable age	95.31%
Lone Person under pensionable age	98.21%
Lone parent with dependent children	92.31%
Couple one or more over pensionable age, no children	78.26%
Couple with dependent children	87.72%
Couple both under pensionable age with no children	81.82%
Other	84.21%
<b>Total</b>	<b>90%</b>

Occupancy Type	No of ADFs	Dwellings	Indexed Score
Lone person over pensionable age	64	56533	371
Lone person under pensionable age	56	73421	250
Lone parent with dependent children	39	82396	155
Couple one or more over pensionable age, no children	23	80559	94
Couple both under pensionable age with no children	33	167332	65
Other	38	209308	60
Couple with dependent children	57	347436	54

The indexed score is a risk score that compares the prevalence of incidents for each occupancy type against the average rate of accidental dwelling fires within Cheshire. The rate is converted to an indexed score, with the average rate for Cheshire being converted to a score of 100. The indexed score is used rather than the rate so that simple comparisons can be made quarter on quarter and across occupancy types. For example, an indexed score of 200 indicates that occupancy type is twice as likely as average to have an accidental dwelling fire. The data in this table reflects the last 12 months.

Of note the category 'lone parent with children' has scored red in the index score for the first time in the last 12 months.

#### Action taken to improve performance

The occupancy types which have the highest indexed score continue to be those which are targeted by the Service in our safe & well activity. Lone persons over and under pensionable age are defined as heightened risk within Exeter and 'New Cheshire' datasets; this activity is therefore continuing to align to those most likely to have an accidental dwelling fire.

#### **Examples of Activity within Service Delivery areas include:**





**Cheshire East:** was under target for both the Quarter and for the year. White Watch, Crewe have been working with Comms to put a press release out informing the public of the dangers of smoking, leaving items on the hob and other safety hazards in the home.

**Cheshire West and Chester:** Although under target for the year, in Quarter 4 it has been identified that there is a growing trend across the unitary of fires occurring on electric hobs that are being utilised as additional work surfaces. Watch Managers have been asked to promote electric hob safety via social media and during Safe & Well visits where electric hobs are identified.

**Halton and Warrington:** Crews continue to highlight the common causes of fires in the kitchen via community events, social media, and Safe & Well visits. Stations will be liaising with Comms regarding kitchen safety campaigns.

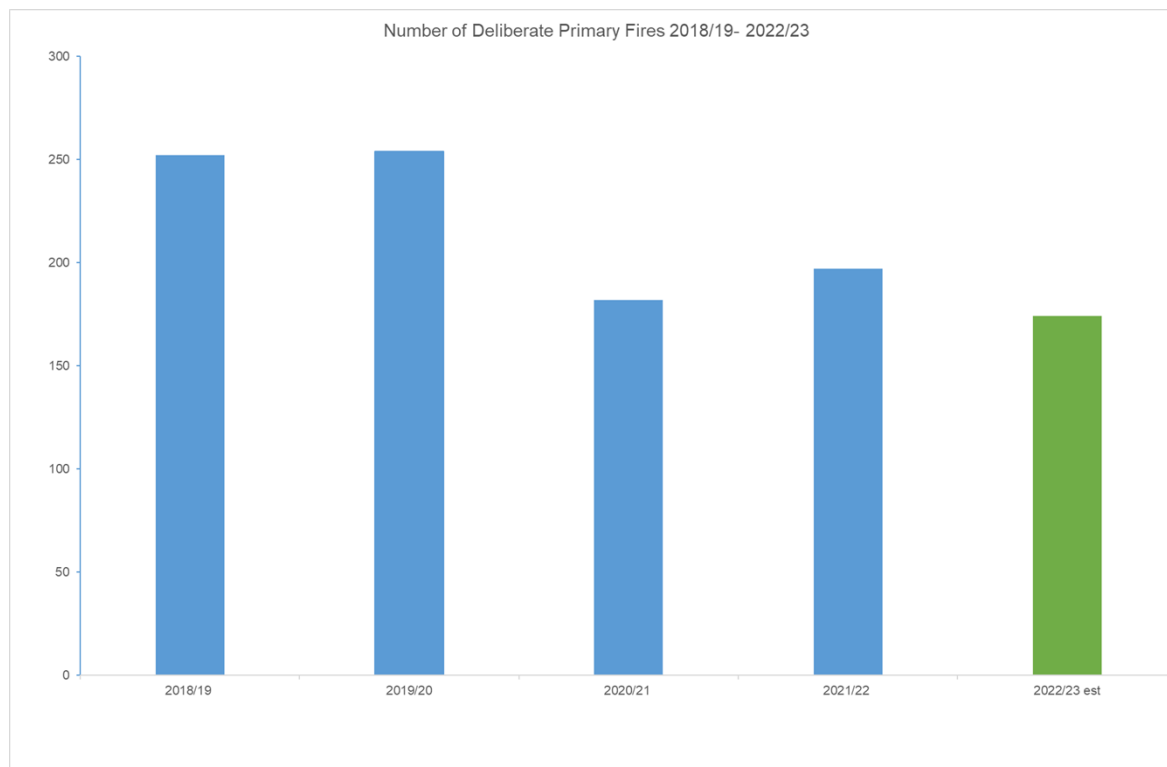
## Performance and Overview Committee – Performance Health Report

### Indicator: [Number of Deliberate Fires]

Reporting Period Q4		01/10/2022 to 31/03/2023	
Q1 Target (Primary) (Secondary)	68 244	Q1 Actual (Primary) (Secondary)	54 298
Q2 Target (Primary) (Secondary)	65 195	Q2 Actual (Primary) (Secondary)	52 286
Q3 Target (Primary) (Secondary)	58 174	Q3 Actual (Primary) (Secondary)	44 147
Q4 Target (Primary) (Secondary)	59 128	Q4 Actual (Primary) (Secondary)	24 176
<b>YTD Cumulative Target</b> (Primary) (Secondary)	<b>250</b> <b>741</b>	<b>YTD Cumulative Actual</b> (Primary) (Secondary)	<b>174</b> <b>907</b>
<b>Deliberate Primary Fires</b>		<b>Deliberate Secondary Fires</b>	
Previous Status	Current Status	Previous Status	Current Status
			

### Summary of Current Performance

#### Deliberate Primary Fires



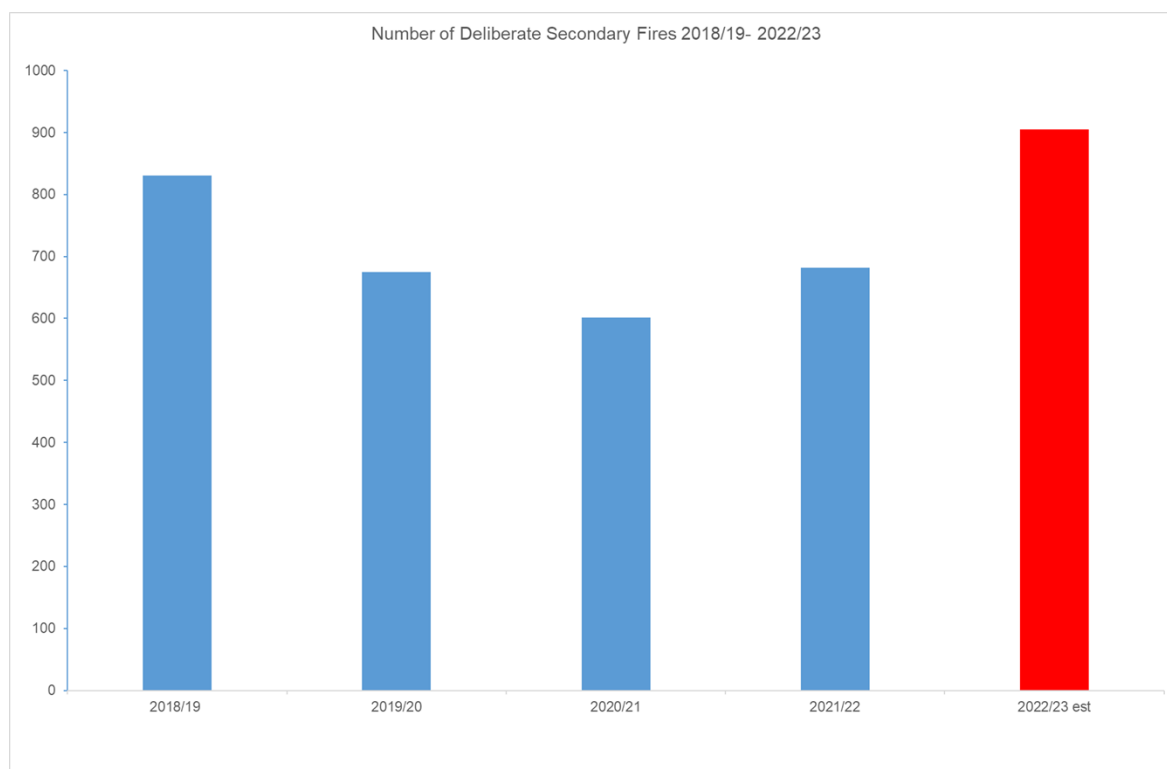
As defined in the Incident Recording System (IRS) primary fires include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

Overall, 174 deliberate primary fires were recorded at the end of Quarter 4, against a target of 250. The station areas with the highest number of incidents are **Runcorn** (23), **Warrington** (22) and **Widnes** (17).

Across Cheshire, 67 incidents (38.5%) involved the deliberate ignition of a road vehicle.

Unitary area	Number of Deliberate Primary Fires
Cheshire East	52
Cheshire West and Chester	43
Halton	43
Warrington	36
<b>Total</b>	<b>174</b>

### Deliberate Secondary Fires



As defined in the Incident Recording System (IRS), secondary fires are fire incidents that did not meet the criteria of a primary fire, did not involve casualties and were attended by four or fewer appliances.

The number of deliberate secondary fires recorded at the end of Quarter 4 was 907, against a target of 741. The highest number of incidents have been in the following station areas – **Runcorn** (155), **Winsford** (141), and **Widnes** (120). These three station areas account for 46% of all incidents.

Unitary area	Number of Deliberate Secondary Fires
Cheshire East	165
Cheshire West and Chester	318
Halton	286
Warrington	138
<b>Total</b>	<b>907</b>

### Action taken to improve performance

Continued support is offered to stations and crews to develop better working and partnerships. For example, with the support of the Deliberate Fire Reduction Manager, Runcorn have just completed their first multi-agency meeting where derelict/void buildings were discussed, and actions agreed with partners to secure or remove troublesome buildings which present an arson risk.

Over the past quarter, the Deliberate Fire Reduction Manager has become embedded in the Cheshire Police Anti-Social Behaviour Task Group, allowing CFRS direct access to local Police Inspectors. The group also provides a platform to discuss current or emerging trends from Police Notification Reports produced by operational crews and from local forums attended by station managers.



Work has begun between the Deliberate Fire Reductions Manager and the Youth Engagement Manager to deploy the On the Streets Team into a known hotspot location to engage with young people for up to 8 weeks. Data from the same period last year will be scrutinised to assess whether a tangible reduction in anti-social behaviour fires results from our engagement.

This year there has been clear success in reducing primary fires, however the service is still having to respond to too many secondary fires. A focus for the next 12-months will therefore be to consider innovative solutions to this.

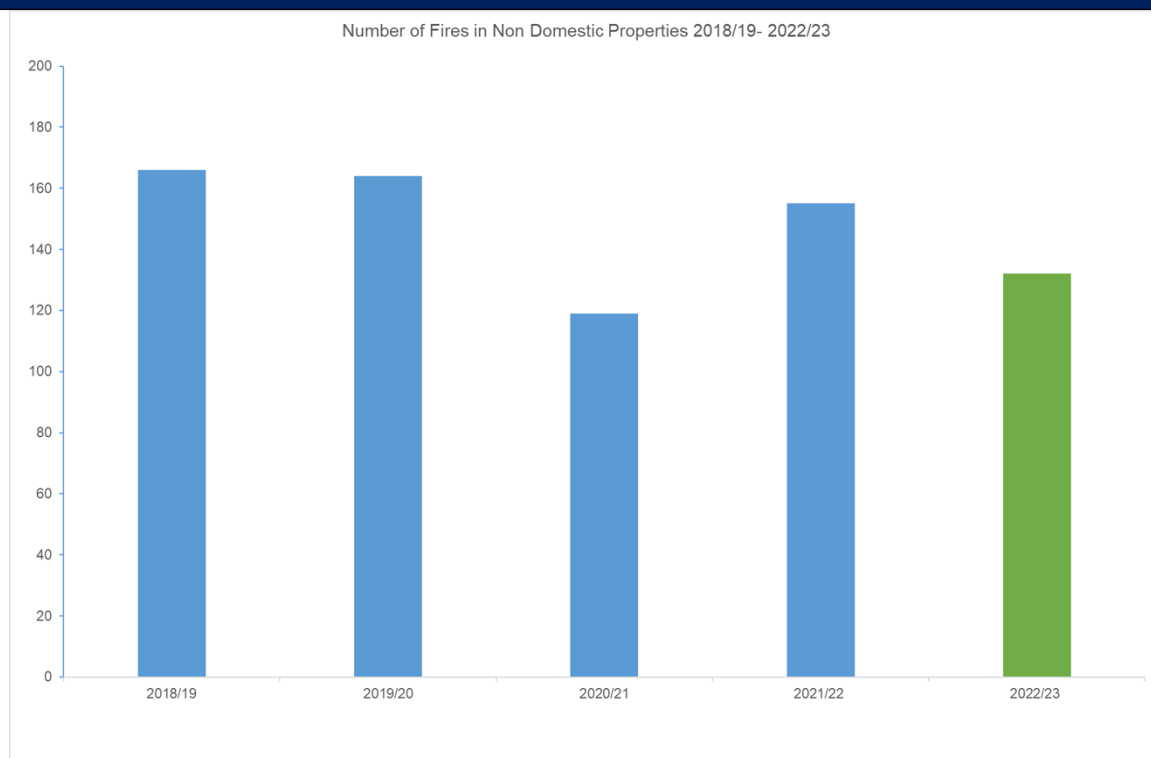
Locally, crews continue to carry out arson routes to prevent deliberate fires occurring, working with the Deliberate Fires Reduction Manager, Protection and Cheshire Police. Crews maintain positive communications with Cheshire Police via the Police Notification Report process and with local beat officers regarding any emerging patterns.

## Performance and Overview Committee – Performance Health Report

### Indicator: [Fires in Non-Domestic Premises]

Reporting Period Q4		01/10/2022 to 31/03/2023	
Q1 Target	43	Q1 Actual	39
Q2 Target	43	Q2 Actual	32
Q3 Target	36	Q3 Actual	30
Q4 Target	37	Q4 Actual	29
<b>YTD Cumulative Target</b>	<b>159</b>	<b>YTD Cumulative Actual</b>	<b>130</b>
Previous Status	Current Status		
			

### Summary of Current Performance



There have been 130 Non-Domestic Premises fires up to the end of Quarter 4, which is 29 below target.

The most significant numbers of fires have been identified in the following building types.

Type	Number of occurrences
Prison	20
Pub/wine bar	7
Takeaway/Fast food	6

The main causes for fires in Non-Domestic Premises were:

- 28 Electrical causes - including fluorescent lights, other lights, batteries, wires and cabling.
- 14 cooking related incidents - including cookers, deep fat fryers and microwaves.
- 19 industrial equipment including kilns and dryers.



Unitary Area	Accidental	Deliberate	Unknown
Cheshire East	28	18	1
Cheshire West & Chester	32	5	0
Halton	15	5	0
Warrington	16	10	0
<b>Grand Total</b>	<b>91</b>	<b>38</b>	<b>1</b>

The indexed score is a risk score that compares the prevalence of incidents for each premises type against the average rate of fire in non-domestic premises within Cheshire. The rate is converted to an indexed score, with the average rate for Cheshire being converted to a score of 100. The indexed score is used rather than the rate so that simple comparisons can be made quarter on quarter and across occupancy types. For example, an indexed score of 200 indicates that the premises type is twice as likely as average to have a fire. The data in this table reflects the last 12 months.

Property Type	Number of Properties	Number of Incidents	Index Score
Prison	3	20	194872
Recycling	61	5	2396
Factory/Manufacturing	438	9	601
Care / Nursing Home	220	4	531
Public House / Bar / Nightclub	805	9	327
Restaurant / Cafeteria	703	6	249
Farm / Non-Residential Associated Building	1077	8	217
Fast Food Outlet / Takeaway (Hot / Cold)	518	1	56

#### Action taken to improve performance



There have been six fires and two false alarms in recycling premises in this financial year. The Protection team have taken action against a recycling business in CWAC and have worked with the other businesses to reduce any further occurrences and promote best practice.

Prison fires continue to have the highest index score of all premise types due to the high prevalence of incidents within a small number of premises. The Service has established positive relationships with the various prisons; however, our scope of impact is limited as we have limited jurisdiction over Crown premises.

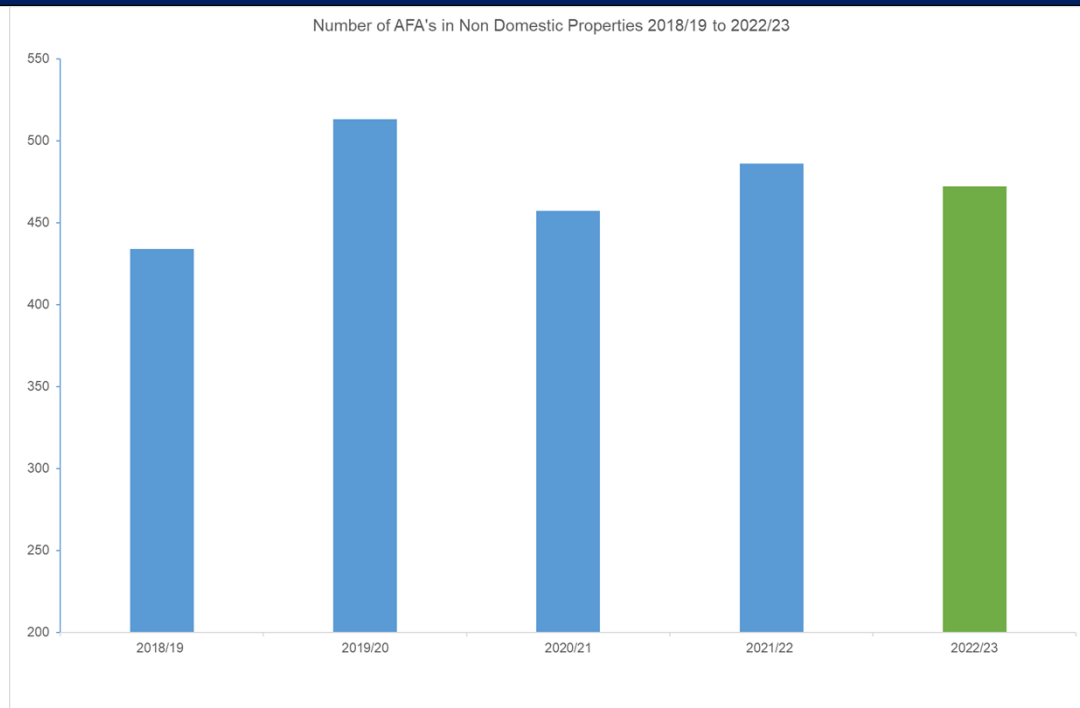
Post-fire inspections have been carried out by Protection staff at the remaining incidents, resulting in improved practices and increased inspection regimes to stop repeat occurrences.

## Performance and Overview Committee – Performance Health Report

### Indicator: [Number of Automatic Fire Alarms (AFAs) in Non-Domestic Premises]/False Alarms

Reporting Period Q4		01/10/2022 to 31/03/2023	
Q1 Target	115	Q1 Actual	112
Q2 Target	151	Q2 Actual	133
Q3 Target	114	Q3 Actual	112
Q4 Target	110	Q4 Actual	125
<b>YTD Cumulative Target</b>	<b>490</b>	<b>YTD Cumulative Actual</b>	<b>482</b>
Previous Status	Current Status		
			

### Summary of Current Performance



A false alarm, subsequently passed to the fire and rescue service from an Automatic Fire Alarm (AFA), is defined by the British Fire Protection System Association as “any alarm signal other than a genuine fire or test signal”.

At the end of Quarter 4, there were 482 attendances to AFAs in Non-Domestic Premises against a target of 490. The station areas with the highest number of calls are Chester, Macclesfield, Crewe and Warrington which together account for 53.1% (193) of the overall total.

The main property types for AFAs are hospitals (150) and nursing, retirement or care homes (150), whilst the most common reason for the alarm to be activated was a fault (143), followed by accidentally/carelessly set off (91) and cooking/burnt toast (83).

Unitary area	Number of AFAs
Cheshire East	166
Cheshire West and Chester	188
Halton	39
Warrington	89
<b>Total</b>	<b>482</b>



North West Fire Control uses a call challenging approach, set by the Service to ask additional questions and prevent our attendance at unnecessary alarm activations. In Quarter 4, 79% of the alarm activations NWFC was advised of, did not result in the attendance of a fire engine.

#### Action taken to improve performance

There are no current areas of concern for this indicator.

## Performance and Overview Committee – Performance Health Report

Indicator: [A] Number of Safe and Well visits delivered to people of Heightened Risk]

Reporting Period Q4		01/10/2022 to 31/03/2023	
Q1 Target	5000	Q1 Actual	4188
Q2 Target	5000	Q2 Actual	4665
Q3 Target	5000	Q3 Actual	4416
Q4 Target	5000	Q4 Actual	5836
<b>YTD Cumulative Target</b>	<b>20000</b>	<b>YTD Cumulative Total</b>	<b>19105</b>
Previous Status	Current Status		
			

### Summary of Current Performance

#### Number of Safe and Well Visits

Total Number of Heightened Risk Safe and Well visits (year to date)	New Cheshire Data	Exeter Data	Other
<b>19105</b>	<b>9054</b>	<b>3175</b>	<b>6876</b>

#### Visit Types

New Cheshire Data – Heightened risk occupiers under pensionable age. These visits are completed by our operational staff.

Exeter Data – Heightened risk occupiers over pensionable age, identified using NHS data. These visits are completed by Prevention staff.



Other – High risk visits which are completed as result of a referral by another agency, specialist interventions and post incident visits (at heightened risk addresses).

### Action taken to improve performance

As reported in Quarter 3, Prevention staff are continuing to deal with an increasing number of complex cases with vulnerable individuals who require additional support. This has impacted Prevention's ability to meet the original target. However, it should be noted that the figure including all visit types is **21,861**. This includes visits which are not in heightened risk addresses.

Recruitment efforts to fill vacancies within the department are continuing and Service Delivery have aided by visiting an increased number of heightened risk address in Quarter 4. A departmental review is also underway which may influence how S&W activity within prevention teams is delivered in the future.

**Indicator: [B] Platinum Address Success Rate]**

Reporting Period Q4		01/10/2022 to 31/03/2023	
Q1 Target	65%	Q1 Actual	74%
Q2 Target	65%	Q2 Actual	74%
Q3 Target	65%	Q3 Actual	66%
Q4 Target	65%	Q4 Actual	62%
<b>YTD Cumulative Target</b>	<b>65%</b>	<b>YTD Cumulative Total</b>	<b>68%</b>
Previous Status	Current Status		
			

**Summary of Current Performance****Platinum Address Success Rate –**

*“Platinum” – the households identified at most risk from fire.*



The percentage of platinum addresses where we have completed a Safe and Well visit is 68%

**Action taken to improve performance**

There are no areas of concern for this indicator.

## Performance and Overview Committee – Performance Health Report

### Indicator: [Thematic Inspections Completed by Operational Crews]

Reporting Period Q4		01/10/2022 to 31/03/2023	
Q1 Target	501	Q1 Actual	516
Q2 Target	501	Q2 Actual	516
Q3 Target	501	Q3 Actual	518
Q4 Target	501	Q4 Actual	509
<b>YTD Cumulative Target</b>	<b>2004</b>	<b>YTD Cumulative Total</b>	<b>2059</b>
Previous Status	Current Status		
			

#### Summary of Current Performance

A thematic inspection is a fire safety assessment carried out by operational crews of Non-Domestic Premises which are of a lower risk than those audited by specialist officers within the Protection department. Thematic inspection targets are allocated to all stations (except for On-Call).



Unitary area	Q4 Target	Actual	Yearly Target	Yearly Actual
	<b>Thematic Inspections</b>			
Cheshire East	101	100	404	425
Cheshire West and Chester	158	156	632	643
Halton	88	89	352	364
Warrington	154	164	616	627
<b>Totals</b>	<b>501</b>	<b>509</b>	<b>2004</b>	<b>2059</b>

#### Action taken to improve performance

There are no current areas of concern for this indicator.

## Performance and Overview Committee – Performance Health Report

### Indicator: [A] Fire Safety Audits in Non-Domestic Premises]

Reporting Period Q4		01/10/2022 to 31/03/2023	
Q1 Target	261 audits	Q1 Actual	356 audits (136%)
Q2 Target	264 audits	Q2 Actual	401 audits (151.8%)
Q3 Target	334 audits	Q3 Actual	368 audits (110%)
Q4 Target	256 audits	Q4 Actual	338 audits (132%)
<b>YTD Cumulative Target</b>	<b>1115</b>	<b>YTD Cumulative Total</b>	<b>1463 (131%)</b>
Previous Status	Current Status		
			



#### Summary of Current Performance

Unitary area	Q4 Target & Capacity	Actual	Yearly Target	Yearly Actual
<b>Fire Safety Audits</b>				
Cheshire East	105	90	415	487
Cheshire West and Chester	90	117	315	491
Halton	18	47	127	142
Warrington	43	84	258	343
<b>Totals</b>	<b>256</b>	<b>338</b>	<b>1115</b>	<b>1463</b>

#### Action taken to improve performance

There are no current areas of concern for this indicator.

## Indicator: [B] [Risk Based Inspection Programme Completed]

Reporting Period Q4		01/10/2022 to 31/03/2023	
Q1 Target	310 audits	Q1 Actual	251 audits (81%)
Q2 Target	310 audits	Q2 Actual (cumulative)	269 audits (86.7%)
Q3 Target	310 audits	Q3 Actual (cumulative)	259 audits (83.5%)
Q4 Target	310 audits	Q4 Actual (cumulative)	225 audits (72.5%)
<b>YTD Cumulative Target</b>	<b>1240 audits</b>	<b>YTD Cumulative Actual</b>	<b>1004 audits (83.8%)</b>
Previous Status	Current Status		
			

### Summary of Current Performance

Unitary area	Q4 Target	Actual	Yearly Target	Yearly Actual
	<b>RBIP</b>			
Cheshire East	104	72	413	382
Cheshire West and Chester	103	56	413	267
Halton	31	33	124	113
Warrington	72	64	290	242
<b>Totals</b>	<b>310</b>	<b>225</b>	<b>1240</b>	<b>1004</b>

### Action taken to improve performance

The target of 1240 in this reporting year has not been met by the Protection team. As previously reported, this is due to the number of qualified and competent staff able to complete inspections at the highest risk businesses in Cheshire. 1004 inspections were completed and the deficit of 236 will be carried into the next reporting year.

A plan is in place to reach this shortfall, which includes increasing the number of inspections completed by the Protection team at Headquarters and increasing the percentage of RBIP inspections an inspector is expected to complete as part of their routine work. This will enable the department to meet the two-yearly target of 2480 RBIP inspections.



## Performance and Overview Committee – Performance Health Report



### Indicator: [North West Fire Control Performance]

Reporting Period Q3

01/07/2022 to 31/12/2022

#### Time Taken to Answer

#### Time Taken to Mobilise

Q1 Target	10s	Q1 Actual	6s	Q1 Target	90s	Q1 Actual	95s
Q2 Target	10s	Q2 Actual	7.6s	Q2 Target	90s	Q2 Actual	98s
Q3 Target	10s	Q3 Actual	5.7s	Q3 Target	90s	Q3 Actual	91s
Q4 Target	10s	Q4 Actual	5.1s	Q4 Target	90s	Q4 Actual	89s
<b>YTD Cuml. Target</b>	<b>10s</b>	<b>YTD Cuml. Actual</b>	<b>6.1s</b>	<b>YTD Cuml. Target</b>	<b>90s</b>	<b>YTD Cuml. Actual</b>	<b>93s</b>
Previous Status		Current Status		Previous Status		Current Status	
N/A				N/A			

### Summary of Current Performance

In Quarter 4, the average time taken to answer was 5.1 seconds, and the percentage of calls answered within 10 seconds was 89.68%.



In Quarter 4, the average (mean) time was 89 seconds. However, when assessed for the different incident types this was notably different; 72 seconds for dwelling fires and 100 seconds for road traffic collisions. This reflects the challenges in call handling 999 calls from the scene of RTCs; in these scenarios a caller is often not at an address or location for which they would know the postcode or street name. Additional questions must therefore be asked by the control operator which extends the call handling duration.

### Action taken to improve performance

Quarterly meetings take place with our aligned Operations Manager at North West Fire Control to explore any areas of concern. The implementation of the LifeX software which uses enhanced technology to identify a callers location is expected to continue improving call handling times, as was seen during Quarters 3 and 4.

## Performance and Overview Committee – Performance Health Report

### Indicator: [10 Minute Response Standard]

Reporting Period Q4		01/10/2022 to 31/03/2023	
Q1 Target	80%	Q1 Actual	89%
Q2 Target	80%	Q2 Actual	88%
Q3 Target	80%	Q3 Actual	85%
Q4 Target	80%	Q4 Actual	87%
<b>YTD Cumulative Target</b>	<b>80%</b>	<b>YTD Cumulative Total</b>	<b>87%</b>
Previous Status	Current Status		
			

### Summary of Current Performance

Overall, 87% of life risk incidents were attended within 10 minutes, which is above the target of 80%. The average attendance time for life risk incidents is 8 minutes and 32 seconds.

Unitary area	Cheshire Standard
Cheshire East	84%
Cheshire West and Chester	83%
Halton	95%
Warrington	95%
<b>Total</b>	<b>87%</b>

When scrutinising the 10-minute standard, life risk incidents are broken down into two categories: dwelling fires and road traffic collisions. The tables below capture the incidents that have failed to make the 10-minute standard with the common causes.

Dwelling Fires							Totals
	Nearest pump was more than 10 minutes from the incident	Traffic problems impeding pump	Incorrect Address	Delay in on-call turnout - compared to target	Delay in Whole-time turnout - working in community	Other Explanation	
Cheshire East							
CWAC	3						3
Halton			1			1	2
Warrington							
<b>Totals</b>	<b>3</b>		<b>1</b>			<b>1</b>	<b>5</b>

#### Other Explanations:

##### Halton:

Inc 2303003403: Poor weather conditions

Road Traffic Collisions							
	Nearest pump was more than 10 minutes from the incident	Traffic problems impeding pump	Incorrect Address	Delay in on-call turnout - compared to target	Delay in Whole-time turnout - working in community	Other Explanation	Totals
Cheshire East	2	2				3	7
CWAC Halton		1		1			2
Warrington						1	1
<b>Totals</b>	<b>2</b>	<b>3</b>				<b>5</b>	<b>10</b>

**Other Explanations:**

**Cheshire East:**

Incident 2301005597 – Poor weather conditions.

Incident 2302002387 – Pump changeover taking place at time of mobilisation. This is where crews are partially through the process of moving equipment from one fire engine to another, if for example their usual vehicle needs to go for a service or maintenance.



Incident 2303006468 – En-route crews received a call from NWS asking the Fire Service to stand down as persons not trapped; as a result the fire engine proceeded at normal road speed.

**Warrington:**

Incident 2301005276: No apparent reason for delay. Was only 6 seconds over 10-minute target.

## Performance and Overview Committee – Performance Health Report

### Indicator: [Wholetime Fire Engine Availability]

Reporting Period Q4		01/10/2022 to 31/03/2023	
Q1 Target	100%	Q1 Actual	100%
Q2 Target	100%	Q2 Actual	99%
Q3 Target	100%	Q3 Actual	99%
Q4 Target	100%	Q4 Actual	100%
<b>YTD Cumulative Target</b>	<b>100%</b>	<b>YTD Cumulative Actual</b>	<b>99%</b>
Previous Status	Current Status		
			

### Summary of Current Performance







During Quarter 4, wholetime appliance availability was 99.66%. Availability of these fire engines is guaranteed almost 24 hours a day. Where necessary, staff are brought in on overtime to maintain a suitable number of Firefighters. The Service aims to have 17 wholetime fire engines available during the day (07:00-19:00) and 14 overnight (19:00-07:00). It consistently meets these targets.

### Action taken to improve performance

There are no current areas of concern for this indicator.

## Performance and Overview Committee – Performance Health Report

### Indicator: [On-Call Fire Engine Availability]

Reporting Period Q4		01/10/2022 to 31/03/2023			
Q1 Target	85%	Q1 Actual	53%		
Q2 Target	85%	Q2 Actual	50%		
Q3 Target	85%	Q3 Actual	52%		
Q4 Target	85%	Q4 Actual	57%		
<b>YTD Cumulative Target</b>	<b>85%</b>	<b>YTD Cumulative Actual</b>	<b>53%</b>		
Nucleus		Primary on-call		Secondary on-call	
Previous Status	Current Status	Previous Status	Current Status	Previous Status	Current Status
					

### Summary of Current Performance

On-call fire engine availability at the end of Quarter 3 was 53% (crew of four) compared with 60% in the same period for the previous year (2021/22).

However, there are variations of availability between the differing on-call shift systems as follows:

- Primary on-call appliance (e.g., Malpas, Poynton etc.) availability was **53%**
- Nucleus on-call appliance (e.g., Birchwood) availability was **81%**
- Secondary on-call appliance (e.g., Winsford second appliance etc.) availability was **36%**

The availability increases to 60% when measured with only 3 firefighters, who can respond to certain incident types as a small incident unit (SIU).

A detailed breakdown of availability during Quarter 4 for each On-Call fire engine is included below.

Station	Type	Q4 2021/22	Q4 2022/23
Macclesfield	Nucleus	100.00%	99.44%
Wilmslow	Nucleus	96.58%	92.71%
Bollington	Primary	76.12%	91.61%
Middlewich	Primary	85.04%	85.29%
Nantwich	Primary	86.36%	80.01%
Audlem	Primary	81.37%	79.20%
Alsager	Primary	78.28%	70.93%
Sandbach	Primary	70.00%	66.78%
Poynton	Primary	66.67%	63.43%
Birchwood	Nucleus	61.82%	54.61%

Penketh	Secondary	57.38%	<b>53.59%</b>
Knutsford	Primary	65.08%	<b>51.32%</b>
Holmes Chapel	Primary	19.67%	<b>45.10%</b>
Winsford	Secondary	49.23%	<b>41.32%</b>
Macclesfield	Secondary	61.59%	<b>40.43%</b>
Malpas	Primary	62.25%	<b>40.32%</b>
Tarporley	Primary	26.49%	<b>33.22%</b>
Runcorn	Secondary	31.42%	<b>29.25%</b>
Frodsham	Primary	23.15%	<b>27.26%</b>
Northwich	Secondary	38.32%	<b>25.76%</b>
Stockton Heath	Primary	60.56%	<b>21.55%</b>

### Action taken to improve performance

As part of the Services continued drive and commitment to On-Call recruitment, nine new firefighters attended their initial training course in February 2023, with a further seven new starters attending their Mod-1 training course in April. In addition, a total of 23 individuals are at various stages of the recruitment process for the June 2023 intake. Whilst this is extremely positive, the reality is that none of these individuals will be able to make a positive contribution to the overall appliance availability until they are suitably qualified. This is anticipated to take a minimum of 10 months which is in line with the development to competency framework.

To ensure that the recruitment of new staff is further streamlined, a dedicated On-Call Support Crew Manager was recruited in February as part of a 12-month pilot. The key responsibilities of the role include:



- On-Call recruitment and selection process
- Development and maintenance of competence of On-Call staff
- Support the Operational Assurance Training Team
- Manage the Wholetime Latent Resource (WTLR)

Watch and Crew Manager representatives from all On-Call stations attended the bi-annual meeting at Sadler Road last month, and one of the areas of focus was the creation and development of the new CRMP 2024-2028. This work will take place over the coming months with managers strongly encouraged to engage in the working groups and to support representation from their teams prior to wider consultation.

Quarter 1 of the 2023/24 performance report will see changes to Wilmslow fire stations availability. The station is now staffed by a wholetime complement operating the Day Crewed (DC) model, meaning that the On-Call system has been removed. This model ensures appliance availability 100% of the time. The DC duty system at Wilmslow is the same system operated at Winsford, Northwich and Congleton which has proven to be efficient and resilient for many years.

## Performance and Overview Committee – Performance Health Report

### Indicator: [Average Days/Shifts Lost to Sickness]

Reporting Period Q4		01/10/2022 to 31/03/2023	
Q1 Target	1.38	Q1 Actual (cumulative) <i>(exc. COVID absences)</i>	1.64 <i>(1.45)</i>
Q2 Target (cumulative)	2.75	Q2 Actual (cumulative) <i>(exc. COVID absences)</i>	3.41 <i>(3.00)</i>
Q3 Target (cumulative)	4.13	Q3 Actual (cumulative) <i>(exc. COVID absences)</i>	5.56 <i>(4.99)</i>
Q4 Target (cumulative)	5.5	Q4 Actual (cumulative) <i>(exc. COVID absences)</i>	6.87 <i>(6.27)</i>
<b>YTD Cumulative Target</b>	<b>5.5</b>	<b>YTD Cumulative Actual</b> <i>(exc. COVID absences)</i>	<b>6.87 (6.27)</b>
Previous Status	Current Status		
			

### Summary of Current Performance

The Quarter 4 cumulative figure for all staff is 6.87, which is a small increase on the Quarter 4 figure for 21/22 which was 6.71. This exceeds the annual target of 5.5 days. Excluding COVID-19 sickness absences, the Q4 cumulative figure would reduce to 6.27 days, which would still be above target.

The Quarter 4 cumulative figure for whole-time operational staff is 6.15, which is **lower** than the 21/22 Q4 figure of 6.33. The figure for On-Call staff is 6.46, which is a **decrease** on the 21/22 figure which was 6.99. The overall Quarter 4 cumulative figure for all operational staff is 6.27, which is a **decrease** on the Quarter 4 21/22 figure which was 6.61.

The Quarter 4 figure for Fire Staff of 8.88 shows a higher average of days lost than for Operational Staff (6.27). This is also higher than the 21/22 Quarter 4 figure for Fire Staff which was 7.07.

Comparing this with the previous year, whilst it is clear that sickness absence for fire staff has increased significantly, sickness absence for Operational staff has reduced.

Across the whole workforce, long-term absence (28 calendar days and over) accounted for 61.4% of all absences this year compared with 56.6% last year.

In terms of total days lost, the cumulative Quarter 4 figure for 22/23 is 6,685, which is an increase of 4.9% compared with the figure of 6,372 days for 2021/22. However Q4 22/23 actual number of days lost was 1,365.5, which was a reduction of 59% on Q3 22/23's actual figure of 2,169.5, and a reduction of 12.9% on the Q4 21/22 actual figure of 1,541. This would suggest that extra measures to tackle sickness absence may be having a positive impact.

**Table: Sickness absence for Quarter 4**

Staff Category	# of sickness days/shifts	Headcount	Average working days lost to sickness per person
<b>Whole-time</b>	2,780	452	6.15
<b>On-call</b>	1,924	298	6.46
<b>Uniform Total</b>	4,704	750	6.27
<b>Fire Staff</b>	1,981	223	8.88
<b>Q4 Total</b>	<b>6,685</b>	<b>973</b>	<b>6.87</b>

The latest national benchmarking data (22/23 Quarter 3) available from Cleveland Fire Brigade indicates that:

- CFRS has the 3rd lowest whole-time sickness absence rate of all Services;
- CFRS has the 5<sup>th</sup> lowest on-call staff sickness absence rate of all Services;
- CFRS has the 20<sup>th</sup> lowest Fire Staff sickness absence rate of all Services; and
- All whole-time and on-call staffing groups remain below the national average. Fire Staff were in line with the national average.

Please note Cleveland Data is provided a quarter in arrears due to the reporting timescales.

#### What actions will be required to improve performance?

- Monthly scrutiny at the Attendance Management Board continues to be applied to all absence cases to ensure that the appropriate actions are taken, and that staff are given adequate support to assist with their return to the workplace.
- Monthly monitoring of staff who have reached an Attendance Review Point continues to take place.
- Quarterly contract meetings with the Occupational Health Unit are ongoing to monitor service delivery and performance.
- The Mental Health Advisor engages with staff by means of virtual or face-to-face visits to raise awareness in respect of mental health and the support available.


In addition to the above measures, the following additional measures have been implemented to address the recent upward trend in absence:

- HR to produce a quarterly report and calculate the absence figures with a breakdown by duty systems and station to be shared and discussed at Unitary Management Meeting's and Station Manager's Group.
- Station Manager's (SM) to have quarterly absence meetings with their Watch Manager's (WM) (using the above station specific report).
- HR to scrutinise reasons for absence on a quarterly basis and ensure that support and process is relevant.
- Discussions to take place at Health & Safety Committee and with the Occupational Health Unit about additional support for mental health and musculoskeletal absences.
- Attendance Management training
- Attendance Management toolkits have been re-launched.
- Specific focus to be given by HR on raising with managers anyone with high level of unaddressed short-term absences.
- Additional coaching for managers on the basics of managing absence.
- Head of People & OD is providing HOD's with more data on their short term sickness cases.



## Performance and Overview Committee – Performance Health Report

### Indicator: [Working Days Lost to Injury]

Reporting Period Q4		01/10/2022 to 31/03/2023	
Q1 Target	10	Q1 Actual	0
Q2 Target	10	Q2 Actual	11
Q3 Target	10	Q3 Actual	2
Q4 Target	10	Q4 Actual	27
<b>YTD Cumulative Target</b>	<b>40</b>	<b>YTD Cumulative Actual</b>	<b>40</b>
Previous Status	Current Status		
N/A			

#### Summary of Current Performance

In the year to date, there have been four injuries reported to the Health and Safety Executive under RIDDOR requirements.

The top two injury categories are manual handling, and slips, trips and falls. Manual handling remains the highest frequency injury contributing to lost time days in operational staff.

#### **Events that have led to lost time injuries in Quarter 4**

During swift water training an employee slipped on the riverbed and injured their back. This resulted in five days absence.

An employee experienced discomfort during routine manual handling. Whilst correct procedures were followed and the employee stopped immediately at the first sign of discomfort, pain developed in their lower back over the next few days resulting in ten days absence.

An employee twisted their back stepping off the pump causing their mobility to be severely compromised. The Watch Manager sent the employee to the walk-in centre, and they were retired off duty for twelve days.

#### Action taken to improve performance

Although manual handling is included in all safety inductions at CFRS and there are available e-learning modules, manual handling training needs to be refreshed at higher frequency and should include practical examples of CFRS equipment. In response to the HMICFRS recommendation around Health and Safety training, action has been taken to increase employee participation and provision across the workforce, including additional IOSH Managing Safely refresher courses.

The reporting of near misses remains beneficial when actions are taken to prevent future injuries. Completion rates of incident investigations within 21 days remains high, averaging at 77%. Some accident investigation timelines have approved extensions if the incident is complex.

# Annex 1 – RTC Performance Report

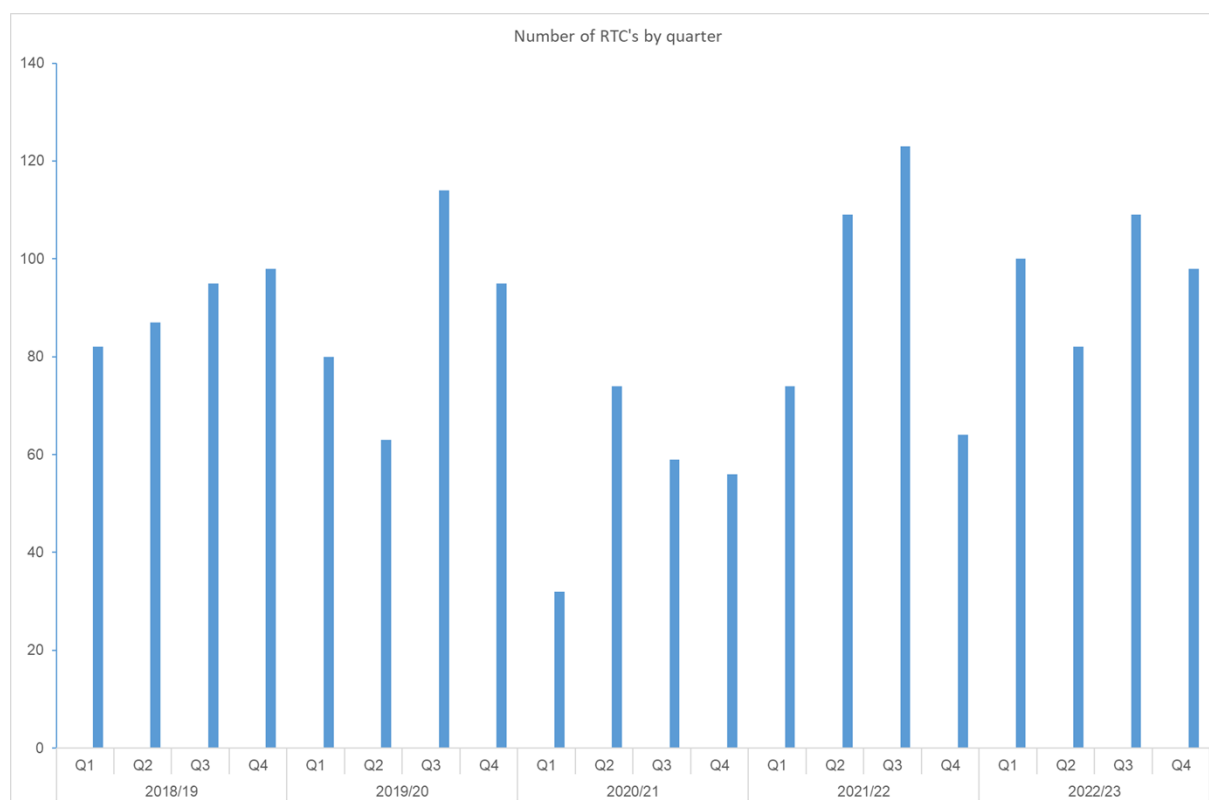
## Performance and Overview Committee – Performance Health Report

### Indicator: [Road Traffic Collisions Attended]

Reporting Period Q4	01/10/2022 to 31/03/2023	Q1 Actual	100
		Q2 Actual	82
		Q3 Actual	109
		Q4 Actual	98
		<b>YTD Cumulative Actual</b>	<b>389</b>

### Summary of Current Performance

#### Chart of number of RTC's attended by Cheshire Fire and Rescue Service



This chart shows the number of RTCs attended by the Service per quarter from April 2018. Overall, the trend was upwards up to December 2019 with a subsequent decrease. The downward trend during 2020/21 is partially due to the travel restrictions placed on households due to Covid-19, since the start of 2021/22 the numbers have increased to expected levels.

Over recent years there has been an increase in the number of fatalities on the road, therefore as part of the IRMP we have committed to expanding the road safety provision in relation to prevention activity and developing a Strategic Road Safety Plan.

#### Fatalities and injuries occurring as a result of Road Traffic Collisions.

It is recognised that not all collisions are attended by the Service; we therefore also monitor data collated by Cheshire Constabulary. The table below relates to the calendar year 2020-21. There are many additional incidents included in this dataset which do not require the attendance of the Service to release trapped persons.

Severity	1 <sup>st</sup> April 2020 to 31 <sup>st</sup> March 2021	1 <sup>st</sup> April 2021 to 31 <sup>st</sup> March 2022	% of total	Year on year change
<b>Fatal</b>	25	27	1.3%	↑ 8%
<b>Serious</b>	274	292	14.2%	↑ 7%
<b>Slight</b>	1407	1735	84.5%	↑ 23.3%
<b>Total</b>	1706	2054		↑ 7%

### Action taken to improve performance

The new road safety delivery plan has been launched with a new focus on the 'Fatal Five'. A more focused campaigns calendar has been developed utilising 2021 'Killed or Seriously Injured' (KSI) data based around Stat19 information. All new road safety leaflets have also been developed using this data; these have been added to the new road safety resource library which crews can use to access all support resources.

The Road Safety team has continued to deliver several engagement events such as the new equestrian road safety input for animal trailers in partnership with the British Horse Society. Seven static operational close-pass events have also been planned and developed with the Society and the Police. These events are focused on areas where dangerous closes passes have been reported and recorded to target our engagement.

Cheshire East education delivery has continued with 95% of all KS2's and 35% of all KS4's now delivered. New Contract details are currently being reviewed by CFRS and Cheshire East legal teams with a new initial three-year contract being discussed.

The Cheshire Road Safety Group have received two company pitches for the development of the road safety strategy and are now in the final stages of instructing the chosen consult to develop and delivery the strategy. This will take approximately 6-8 months from the start of the process.

# Annex 2 – Business Safety Infographic

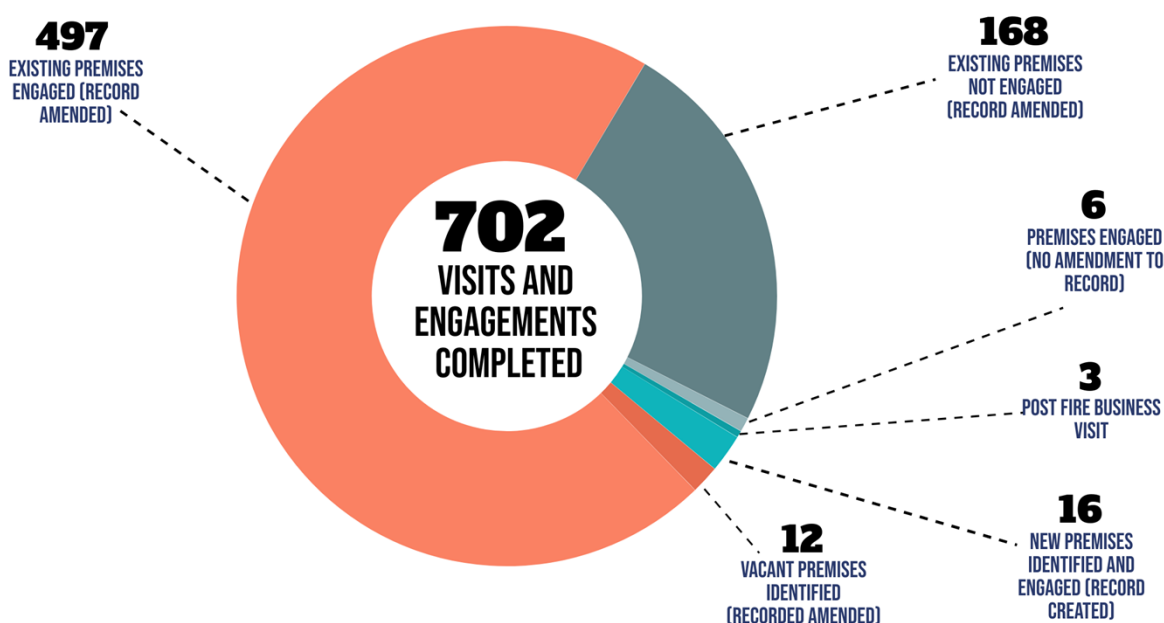


**Cheshire**  
Fire & Rescue Service

## BUSINESS SAFETY TEAM

1ST APRIL 2022 - 31ST MARCH 2023

Cheshire Fire and Rescue Service has a proud record of keeping businesses safe. The team work with businesses through engagement and scheduled audits/inspections to ensure they are compliant with The (Fire safety) order 2005. The initiatives have been rolled out to include working in partnership with local authorities, other fire authorities, business chambers and networking groups



Job Type	Cheshire East	Cheshire West	Halton	Warrington	Total
Post Fire Business Visit	0	1	2	0	3
New Premises Identified and Engaged (record amended)	5	5	4	2	16
Vacant Premises Identified (record amended)	2	1	3	6	12
Existing Premises Engaged (record amended)	201	121	78	97	497
Existing Premises not Engaged (record amended)	84	33	29	22	168
Premises Engaged (no amendment to record)	1	4	1	0	6
<b>Total</b>	<b>293</b>	<b>165</b>	<b>117</b>	<b>127</b>	<b>702</b>



**Cheshire**  
Fire & Rescue Service

# Our Performance

Q4 2022/23 update

**TOTAL VISITORS SINCE APRIL 2022: 7,748**

(37,881 since July 2017)

School visits Jan - March 23

**Mainstream**

1345 children,  
175 supporting adults

**Non-mainstream**

21 children  
11 supporting adults

**Volunteer information**

18 volunteers active  
4 in training  
4 in recruitment process  
768 volunteer hours completed



"Highly structured and pitched appropriately for key stage. Absolutely superb"

Page 45

Repeat visit Schools	26
New schools	7

**Additional visitors:**

- 644 visitors attending training / meetings
- 251 Tours of the centre
- 44 clinical appointments

**C19 Restrictions lifted April 22**

4	Full programme in place
3	Primary school groups of max 60
2	Family groups of up to 6 people only
1	Closed to visitors, workplace only

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 12<sup>TH</sup> JULY 2023  
**REPORT OF:** CHIEF FIRE OFFICER AND CHIEF EXECUTIVE  
**AUTHOR:** SEREN CHALLAND

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**SUBJECT:** PROGRAMME REPORT – QUARTER 4, 2022-23

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### Purpose of Report

1. To update Members on the Service's programmes and projects (including those contained within the Authority's annual Integrated Risk Management Plan (IRMP)).

### Recommended: That

- [1] Members review and approve the information provided.

### Background

2. This report forms part of the Authority's quarterly performance reporting cycle which also includes reports on performance indicators and financial performance.

### Information

3. Progress on delivery of the programmes and projects is reported in the form of a quarterly health report to the Service's Performance and Programme Board. The Board is responsible for ensuring the successful delivery of programmes and projects contained in the Authority's annual IRMP action plans.
4. The Programme Health Report for the fourth quarter of 2022-23 is attached to this report as Appendix 1.

### Financial Implications

5. Any costs relating to implementing the Service's programmes and projects are considered on a case-by-case basis and either met from existing budgets or referred to the Budget Management Board for a funding decision.

## **Legal Implications**

6. There are no issues to report that impact upon the Service's ability to meet its statutory or other legal obligations.

## **Equality and Diversity Implications**

7. Programmes and projects are required to have equality impact assessments completed in accordance with the approved Project Management Framework.

## **Environmental Implications**

8. Projects are individually assessed for environmental implications by the relevant project managers in accordance with the Service's Project Management Framework.

**CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER**

**TEL [01606] 868814**

**BACKGROUND PAPERS: NONE**







## Performance and Programme Board – Programme Health Report

*All data supplied in the report has been populated directly from the Cheshire Planning System.*



<b>Reporting Period</b>	<b>FROM</b>	<b>1<sup>st</sup> January 2023</b>	<b>TO</b>	<b>31<sup>st</sup> March 2023</b>
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### Governance and Commissioning

<b>1226</b>	<b>BLUE LIGHT COLLABORATION PROGRAMME</b>			
<b>PROGRAMME SPONSOR</b>		<b>Chief Fire Officer</b>	<b>PROGRAMME MANAGER</b>	<b>Head of Service Improvement</b>
<b>Previous status</b>	<b>Current status</b>	<b>Explanation (where status is red or amber)</b>		
				
<b>Programme Update</b>				
This project refers to the original Blue Light Collaboration project that saw the creation of the joint corporate service departments. The Closedown Report is to be completed.				

<b>1558</b>	<b>REPLACEMENT OF CREWE FIRE STATION</b>			
<b>PROJECT SPONSOR</b>		<b>Head of Service Improvement</b>	<b>PROJECT MANAGER</b>	<b>Group Manager - Projects</b>
<b>Previous status</b>	<b>Current status</b>	<b>Explanation (where status is red or amber)</b>		
				
<b>Project Update</b>				
The new build of Crewe fire station is still on programme with no reported issues, a topping out ceremony has taken place with ISG, CFO and FA members to record the success of the project to date. There has been a minor issue with vermin entering the temporary accommodation, but this has now been resolved by ISG and there are no further issues. An onsite exercise is being arranged to coincide with ISG national safety day during June, which will involve a rescue from height in the new fire station.				



1557		STATION MODERNISATION PROGRAMME		
PROGRAMME SPONSOR		Head of Service Improvement	PROGRAMME MANAGER	Group Manager - Projects
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
		The status has changed from red to amber to reflect the progress made over the last quarter.		
<b>Programme Update</b>				
<p>Following a wider Programme review and approval at Estates Committee meeting in December 2022, new delivery principles &amp; schedule were agreed for Years three, four &amp; five of the station modernisation programme.</p> <p>Year three now consists of Congleton, Macclesfield &amp; Wilmslow. Contractual costs have been agreed with Wate's construction over Congleton which is due to commence in September 2023. We are awaiting contractual costs for Macclesfield &amp; Wilmslow which are expected in August 2023. These costs will be reviewed, and a value engineering exercise will take place prior to seeking further approvals to proceed with the remainder of year three.</p> <p>Work will continue in relation to the planning and project management for the fire stations that will fall into years four and five.</p>				

1606		Wilmslow Transition to DC1		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Assistant Chief Fire Officer
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
<p>The final house purchase completed in early March 2023.</p> <p>Redeployment of staff and allocation of houses went smoothly, and the new DC1 team members were given early access to the Service houses to help prepare the properties for occupation in advance of the 3<sup>rd</sup> April go-live of the system.</p> <p>The new DC1 systems went live on the 3<sup>rd</sup> April 2023 as planned.</p> <p>The project now enters the closedown phase and a workshop/lessons learnt session and closedown report will be held/produced in June 2023.</p>				



1591 MICROSOFT 365 IMPLEMENTATION				
PROJECT SPONSOR		Head of Service Improvement	PROJECT MANAGER	Project Business Manager- Systems and Business Improvement
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
<b>Project Update</b>				
<p>Phase 5 of the project – migration of mailboxes and upgrade of users phones to Microsoft Intune (the Mobile Device Management Software) has been completed successfully with the exception of a few stragglers who are yet to initiate the phone upgrade process.</p> <p>Phase 6 – Azure Virtual Desktops (AVD) Funding has been secured from Microsoft to deliver the lion’s share of the technical work required to implement the Azure Virtual Desktop solution. IT have the requisite skilled resource available and, once the ongoing running costs have been established and then approved, could get the solution in place for the end of May. A paper is due to go to SLT for approval to push forward with this.</p> <p>AVD will replace webmail which is currently used by staff to access emails on their personal devices. The solution will provide a secure portal to the fire network through which users can not only access their emails but will be able to access shared drives and all the CFRS applications on their personal devices.</p> <p>The solution will act as a replacement for the Horizon virtual desktop solution currently used by the joint corporate service teams.</p> <p>Other tasks still to complete</p> <p>There are a number of smaller elements required before the project can then be drawn to a close. These are:</p> <ol style="list-style-type: none"> <li>1) The migration of the remaining Joint Corporate Service Team members to M365 Virtual desktops – further M365 licences will be required to be purchased for these users.</li> <li>2) The upgrade of the mobile phones on the Fire appliances to Intune (43 in total) – 15 new phones are required to be purchased to complete this.</li> <li>3) The replacement of the 6 tablets used by the fleet technicians as they are not able to run Intune correctly.</li> <li>4) The decommissioning of users H Drives – Users will move all required H drive content to their OneDrive.</li> <li>5) The decommissioning of the Skype Servers</li> </ol> <p>A paper is due to go to SLT regarding the extra spend required to complete these tasks. Once all of the Services phones and tablets have been upgraded it will be able to fully move away from Airwatch.</p>				



**Service Improvement**

1616		FIRE COVER REVIEW	
PROJECT SPONSOR		Head of Service Improvement	PROJECT MANAGER
PROJECT SPONSOR		Group Manager – Organisational Performance and Planning	
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
<b>Project Update</b>			
<p>Progress with the first phases of the project have been delayed due to the Service Improvements teams involvement in the recent HMICFRS inspection. Milestones have been re-forecasted and departmental resources prioritised to ensure delivery will be maintained in accordance with the CRMP timescales. Detailed analysis of response times has been completed and initial response configurations for testing in our demand modelling software are in development. There are currently no significant risks within the project.</p>			

1626		CRMP 2024-28 Planning	
PROJECT SPONSOR		Head of Service Improvement	PROJECT MANAGER
PROJECT SPONSOR		Group Manager – Organisational Performance and Planning	
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
N/A			
<b>Project Update</b>			
<p>PID agreed at Performance and Programme Board in February 2023. Project planning has been taking place in order to commence fully during April 2023. A review of the service’s CRM model has taken place with cognisance to newly released Fire Standards guidance and is being used to shape our risk identification and analysis process. Information from a broad range of sources is in the process of being gathered, analysed and constructed into our ‘Understanding Risk in Cheshire’ document which will be used to shape the activities and outputs within the CRMP. There are no significant risks identified within the project as this time.</p>			







**Operational Policy Assurance**

1553		OPERATIONAL TRAINING GROUP REVIEW		
PROJECT SPONSOR		Assistant Chief Fire Officer	PROJECT MANAGER	Head of Operational Policy and Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
<b>Project Update</b>				
Project Manager handover to take place. New Project Manager to review the project activity and look to reassign critical milestones based on the projected plan.				



1587		PURCHASE OF A HIGH REACH FIRE ENGINE		
PROJECT SPONSOR		Head of OPA	PROJECT MANAGER	Group Manager B - Training & Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
<b>Project Update</b>				
<p>The HRET project continues well at Macclesfield with additional new crew members being trained locally on the operation of the vehicle, additional resilience has been put in place by training drivers at Birchwood and Wilmslow Fire Stations. An arrangement has been put in place that will ensure Wilmslow Fire Station will continue to support the HRET based at Macclesfield after Wilmslow has moved to a new staffing model.</p> <p>The crews have reported some minor defects of the vehicle and these issues have been rectified by the fleet manager and his team.</p> <p>The crews have also requested spare ancillary equipment such as a spare spike should the one spike on the appliance become defective, this additional spike will require further training for the crews enabling them to replace the item themselves should they need to.</p> <p>Once incident of note was the HRET's attendance at a large domestic gas explosion in Winsford, the HRET was particularly useful at reaching hot spots and piercing internal walls to fully extinguish the fire.</p>				





1586		PURCHASE A WATER CARRIER		
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER	Station Manager – Policy and Planning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
<p>The water carrier has returned to Ellesmere Port fire station fully operational following an air suspension unit issue.</p> <p>Several meetings have been arranged with staff at O8 exploring what issues remain with the water carrier. It has been identified that the 4.500ltr dam will not fit in the rear locker. To overcome this issue the Fleet Manager has confirmed that x2 side lockers from the spare vehicle currently at Powey Lane Fire Station can be taken off and installed onto the Water Carrier. These additional lockers will allow space for the dam and ancillary equipment.</p> <p>The Water carrier asset has been mobilised to several operational incidents this quarter with staff feeding back positive comments on the asset’s performance and benefits.</p> <p>The hook lift training for staff at O8 has started. All watches will be fully trained in the 'hook lift operation' or 'banks person' by the end of April 2023. The asset will be mobilised to operational incidents as driver only.</p>				

1613		SERVICE IMPROVEMENT REVIEW – ISAR		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Service Delivery Manager - Warrington & Halton
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
Owing to the recent ISAR deployments this project is on hold				



1614		WELFARE / CONTAMINANTS UNIT PROJECT		
PROJECT SPONSOR		Head of Operational Policy & Assurance	PROJECT MANAGER	Station Manager – Operational Support & Risk
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
<p>Budget Management Board have now approved for CFRS to trial a 16 person welfare unit on an initial 12 month lease agreement. The AM Head of Operational Policy &amp; Assurance, Group Manager - Operational Policy &amp; Assurance, and Station Manager - Policy &amp; Planning met with Welfare 4 Hire on 2nd March 2023 to discuss the requirements for introducing the unit into service.</p> <p>During the meeting Welfare 4 Hire have confirmed that a weekly cost of £180 will charged if the unit is not mobilised. A cost of £360 per week will be charged if the unit is mobilised (up to 7 days). The AM Head of Operational Policy &amp; Assurance has approved and agreed to these charges.</p> <p>The Station Manager - Policy &amp; Planning has sent Welfare 4 Hire the Corporate Identity PDF's for the magnetic livery to be produced. The Procurement &amp; Contracts Manager has reviewed the agreement T&amp;C's and is contacting Welfare 4 Hire to discuss further as there are a number of points within the T&amp;C's that CFRS will need confirming.</p> <p>The Station Manager - Policy &amp; Planning has spoken to the H&amp;S Manager regarding the 'Hire in Plant' Insurance. They will ensure CFRS have the required insurance in place prior to delivery of the unit.</p> <p>Driver training for 12 individuals will cost £3,240 (£270pp). The training will be delivered by Towing Solutions.</p> <p>The staff working group have remained updated on the project progress. The Station Manager - Policy &amp; Planning has now delegated some actions for the working group individuals to explore. These actions include portable shower units, required ancillary and sanitary equipment.</p>				



1615		INTERMEDIATE COMMAND SUPPORT VEHICLE		
PROJECT SPONSOR		Head of OPA	PROJECT MANAGER	Station Manager – Operational Support & Risk
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
<p>There has been a significant increase in work in new areas now that the updated project scope has been confirmed. (February 2023) The working group was stood up on 8th February. As a result the project has been organised into three strands. Command and Control is being led by the Station Manager - Firefighting - OATT; Gateway Control is being overseen by the Station Manager and the Vehicle strand is being co-ordinated by the Fleet Services Manager.</p> <p>There has been consultation with National Resilience, who are upgrading the ELS fleet. They have advised to visit South Wales, London and Suffolk who are all in the process of completing or have recent projects completed.</p> <p>Location Visits – There have been a few visits undertaken and planned. A visit to Shropshire with a big stakeholder group to view both their vehicle layout and a demo of the UnBlur software.</p> <p>There are visits to Lancashire who are also in the process of running a similar project (booked for 4th April) and Manchester (5th April). Both also run 3TC as their C&amp;C solution.</p> <p>Command And Control: There has been soft market engagement seeing what the options are available. The Command-and-Control Strand have had virtual demos from Airbus, MOSAIC (Airbox), 3TC (MODAS), UnBlur (IRIS CORE). A wider market review has been completed and a visit to BAPCO exhibition allowed for a minimum requirements scope to be developed with key stakeholders for procurement. Location visits to Lancashire and Greater Manchester who operate 3TC solutions has supported the application. A final minimum requirement meeting is to be held week commencing 10/04 by strand lead Station Manager - Firefighting – OATT. We will then get revised indicative costings.</p> <p>One area for consideration that has been identified but not defined by the scope is the ‘Gateway’ which is currently provided by Airbus. This is due for renewal in 2024, but some of the C&amp;C suppliers also provide a gateway option and is a consideration for a future direction of travel. This might improve regional interoperability and be a more cost effective solution in a bundle package.</p> <p>Gateway: A review of the market has concluded that there is no suitable technological solution. The plan will be to operate a board a tally system much like that used in Greater Manchester. A provider has identified, and costings undertaken. Future work will involve policy, training and roll out implications.</p> <p>Fleet: A number of key suppliers have been spoken to, E1 to IntoMove to consider a number of options. One area investigated is the cost of the project against the longevity of the proposed vehicle solution. As a result, a condition survey has been undertaken of both the existing welfare unit and the current CCU at Northwich. The project will recommend a direction of travel to SMT in an options paper if it is apparent the re-purposing of the welfare units isn’t VFM; there may be a larger saving to be had to have 2 ICSV rather than replacing the CCU. At this moment both the existing welfare unit and CCU have an estimated lifespan of 5 years. The CCU is due for a renewal forecast in 2025/26.</p>				





These surveys have identified degradation of body work to both units and the CCU has water ingress. Based on current numbers if CFRS needs to replace the CCU with a like vehicle the costs are between £750k to £1m (again based on E1 current prices).

The Fleet Manager has also provided an updated estimated cost for a van conversion based on E1 costs from 3 other FRS's who have undertaken similar projects (including Shropshire, H&W and MAWW). A meeting to confirm these costs is set for 18/04/23 with the Fleet Manager; and to confirm costs across a new chassis vs the existing vehicle.

The proposed layout has been put to the working group to put together their needs from IBE to Command Support. They have been provided 4 vehicle specs to support this development. A meeting on 26/04/23 is in place to finalise all end user requirements.



Airwave options and costs are being completed and costed, and being feedback by 14/04/2023

IT hardware (incl MDT3) is still to be ratified with IT - this is waiting on the working group needs which is due for completion in a consolidation meeting and layout meeting in late April.


Procurement: A specification document is being developed for the project and should be finalised by Mid-April. Lancashire and Greater Manchester have shared some of their documents.

The NW region has agreed to adopt the Merseyside FRS IBE software technology. It has been identified that Lancashire and Manchester FRS have commissioned 3TC to develop an IBE software solution for their Command and Control solution. I have logged this as a risk as if these is adopted it would cause divergence in the regionally agreed way of working and would be a move away from the Grenfell Inquiry recommendations.

## Service Delivery

1578		EXPANSION OF RAPID RESPONSE RESCUE UNITS (RRRU)		
PROJECT SPONSOR		Assistant Chief Fire Officer	PROJECT MANAGER	Group Manager – Halton and Warrington
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
Closedown report expected in next quarter				



1588		DEVELOP A NEW WILDFIRE CAPABILITY		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Station Manager - Policy and Planning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
The closedown report for the project has now been submitted to PPB with Project Sponsor sign off. Poynton have received their Rapid Response Rescue Unit (Toyota Hilux) and all modifications have taken place and vehicle is now fully functional. Project Review meetings with the Station Manager, Group Manager - Operational Policy and Planning, and Station Manager - Research & Development have been implemented and full Project Review Meeting with all stakeholders has been diarised for 2nd October 2023.				



TBC		WHOLETIME ON CALL SUPPORT CREW MANAGER (OCSCM) ROLE		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Service Delivery Manager - East
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A	N/A			
<b>Project Update</b>				
PID signed off at Performance and Programme board				



**Protection**



1549		HIGH RISE SPRINKLER CAMPAIGN 2018		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Group Manager - Protection
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
Project Update				
<p>Sanctuary Housing (9 Blocks in Chester) – The service is awaiting return of a signed agreement in order that the funds of £52k can be released to Sanctuary. The Service wrote to the directors of Sanctuary Housing stating that the monies needed assigning and if no further correspondence was received it would be taken the monies were not required. We have still to have a response from the company.</p> <p>Guinness Housing (Waverley Court Project, Cheshire East) – A media release including a photo opportunity with representatives from Guinness and Cheshire Fire is being arranged jointly by the respective comms teams. The Service is waiting for Guinness to agree a date.</p> <p>Torus Housing (Kingsway, Warrington) – Renovations of the block are ongoing and the Protection team are in regular communications with the project team. Completion is scheduled for November 2023.</p> <p>The remaining three high-rise blocks which require retro-fitting of sprinklers, Peninsula House (Warrington), Range &amp; Pennine Court (Macclesfield) are the main focus for the Unitary offices within those areas. All three high-rise blocks have been in recent discussions with the unitary office enquiring about the funding available to assist with the retro fitting.</p>				





1577		REVIEW OF THE RISK BASED INSPECTION PROGRAMME (RBIP)		
PROJECT SPONSOR		Head of Prevention and Protection	PROJECT MANAGER	Group Manager - Protection
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
<p>The closedown report for this project is to be delivered during the next P&amp;O committee meeting. The RBIP project is now part of the daily routine for inspectors across the Service. The vast majority of inspections are taken from the RBIP dataset with only life safety complaints, post fire inspections and follow up inspections the main exceptions. Due to the number of qualified inspectors within the team during this reporting year we did not meet the target of 1240 inspections. There is a deficit of 242 to catch up in the next financial year.</p> <p>Risks: the RBIP project has always been predicated on the number of qualified Inspectors able to complete the programme. Protection always runs the risk of losing qualified staff to the private sector. The 10% market supplement paid to qualified staff reduces that risk significantly.</p> <p>Closedown report expected in next quarter.</p>				


1621		Reduction in false alarms in domestic premises		
PROJECT SPONSOR		Head of Prevention and Protection	PROJECT MANAGER	Group Manager - Protection
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A	N/A			
<b>Project Update</b>				
<p>New project. PID sent to Performance and Programme board for approval.</p>				



1568		ROAD SAFETY STRATEGY PLAN CHESHIRE	
PROJECT SPONSOR		Head of Prevention and Protection	PROJECT MANAGER
		Station Manager - Deliberate Fire Reduction and Road Safety	
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
		The next CRSG board meeting will take place on the 9 <sup>th</sup> May where feedback will be given around the governance to the procurement process and whether it is robust enough to be in the position to instruct the groups preferred company. The governance process has been developed by Warrington Borough council. A decision is expected to be made during June 2023 and a supplier instructed to start developing the road safety strategy.	
Project Update			
<p>Development of campaigns calendar linking into the NFCC &amp; NPCC road safety calendar has been completed and embedded into the Cheshire Road Safety Group calendar and the 2023 /24 Service Annual Road Safety plan. Cheshire Stat 19 &amp; Department of Transport Killed &amp; Seriously injured data has been analysed and researched with the production of a new infographic highlighting key causation factors linked into Cheshire Road users' demographics. Development of the Cheshire Road Safety Group strategic road safety plan is currently awaiting confirmation from the Local Authority Procurement department to establish if a scoring exercise is required to satisfy governance requirements. This should be confirmed in the next board meeting and then the final decision will be made to instruct the preferred company.</p> <p>Additional work is being carried out to establish / identify future funding streams for CRSG strategic road safety co-ordinator role; this role will support any strategy roll out.</p> <p>PID sent to Performance and Programme Board for approval</p>			





1611		WATER SAFETY AWARENESS		
PROJECT SPONSOR		Head of Prevention & Protection	PROJECT MANAGER	Group Manager - Prevention
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
<p>Following discussion at the Prevention Departmental plan Q4 meeting, we have now revised our position on the new scenario being explored for Safety Central. The planning for this will be based around the existing water safety scenario area, to ensure that we maximise the number of available safety scenarios within the centre. There will be further exploration of what we can do with the construction site area at a later date.</p> <p>In March we attended the first NW regional Water Safety group meeting facilitated by MFRS. This is a newly formed group, chaired on an interim basis by the NW Police Underwater Search team. All NW FRS's were represented with the exception of Cumbria. CFRS took an action to contact representatives from Cumbria FRS and provide information to support them set up a local water safety group and then to provide a representation at the NW group. This meeting with Cumbria was held in early April and advise and support was given to their water leads.</p>				

1619		PREVENTION DEPARTMENTAL REVIEW		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Head of Prevention and Protection
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
<p>The staff briefing has identified a significant amount of positive feedback about the organisation, department and their roles. There is also positive feedback (for the most part) about how we can implement improvements across the departments. We have undertaken the next workstream leads workshop, which has now resulted in them completing their own iteration of the new department structure. They have been informed of progress and discussions to date and what the next steps involve. HR are now providing all current JD's so that they can be reviewed and amended to ensure they are fit for purpose within the new structure. All workstream leads remain incredibly positive about the work required and what the review has delivered to date. The review remains on schedule as per the timeline and milestones of the project.</p> <p>PID sent to Performance and Programme Board for approval</p>				



**People and Development**

1612		PDRPRO APPRAISAL AUTOMATION	
PROJECT SPONSOR		Director of Transformation	PROJECT MANAGER
PROJECT SPONSOR		Project Business Manager- Systems and Business Improvement	
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
			
Project Update			
<p>The appraisal system went live as planned on the 3<sup>rd</sup> April.</p> <p>The final training session took place on the 11<sup>th</sup> April and the project now heads into its closedown phase.</p> <p>A closedown report and lessons learnt session will be held during May.</p> <p>There are a number of items/enhancements already identified for future development of the system which will further drive efficiencies for the Service.</p>			

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 12<sup>TH</sup> JULY 2023  
**REPORT OF:** HEAD OF SERVICE DELIVERY  
**AUTHOR:** LIZ THOMPSON

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**SUBJECT:** UNITARY PERFORMANCE GROUPS ANNUAL  
REPORT 2022-23

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### Purpose of Report

1. To provide Members with an update on the initiatives supported and funded by the Unitary Performance Groups (UPGs) during 2022- 23.

### Recommended: That

[1] the report be noted;

### Background

2. The Service operates across four unitary authorities: Cheshire East, Cheshire West and Chester, Halton and Warrington. Within each of these unitary authorities the Service undertakes regular UPG meetings.
3. UPG meetings provide an opportunity for local Cheshire Fire Authority Members to engage with officers from Service Delivery, Prevention and Protection to scrutinise performance at a local level. The UPG also develops initiatives which can help to improve performance and outcomes for the communities within each unitary area. UPGs have budgets allocated to enable them to consider and approve funding bids within their areas.

### Information

4. Appendix 1 to the report contains details of some of the initiatives supported and funded by the UPGs across Cheshire.

### Financial Implications

5. There are no known financial implications.

### Legal Implications

6. There are no known legal implications.

## **Equality and Diversity Implications**

7. The funding bids outlined within Appendix 1 are aimed at engaging a range of audiences and ensuring that the access to safety messaging and protective equipment is as inclusive as possible. This approach seeks to educate young people in reducing harm and understanding risk and enables those most vulnerable to the risk of fire and other emergencies to be supported.

## **Environmental Implications**

8. There are no known environmental implications.

**CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER**

**TEL [01606] 868814**

**BACKGROUND PAPERS: NONE**

Event	Details
<b>All UPG Areas - CF&amp;RS Choir</b>	<b>£1500.00 – Cheshire East</b> <b>£1500.00 – Halton</b> <b>£1500.00 – Warrington</b> <b>£1500.00 – Cheshire West &amp; Chester</b>
<b>UPG Central Pot: Warrington Wolves – WIRE Foundation</b>	<p><b>£7000.00</b></p> <p>The WIRE Foundation will promote positive messages through a programme of activities which include sponsorship, community activation and promotion for CFRS.</p> <p>This project ran Pre-Covid and has proved to be successful. The overall aim is to promote key safety messages through the event, supporting our community messages on a reduction in the number killed and injured in fire and on the roads and a reduction in deliberate fire-setting and anti-social behaviour.</p> <p>The Bid will cover pan Cheshire and not just used for the Warrington area, Partnership working will promote station open days and recruitments initiatives including positive action events, we can expand in other areas of Cheshire and link into other teams/foundations across the county. Warrington Town Football Club is the latest team to create links with CFRS.</p> <p>The match day at the Halliwell Jones Stadium attracts an audience an average 15,000 spectators and on match days is the heart of the community and is an ideal way to engage with many Cheshire's community and having a positive impact when delivering vital safety messages.</p> <p>CFRS will work alongside the Warrington Wolves Foundation and in return CFRS will be the main training kit partner for the women's open age team – sublimated into all the tops.</p> <p>CFRS can utilise 8 social media posts –split between the club and foundation accounts. Used to deliver messages pan Cheshire.</p> <p>Women's Open Age training day events to be held at Fire Stations – media teams to support with filming and promotion. CFRS will implement Positive Action Events, linking into Recruitment and Community Safety. Close liaison with the Services EDI Officer to help plan, promote and deliver countywide.</p> <p>Development Academy Training Kit Partner, this is a dual career pathway for boys and girls who go Priestley college. The dual career pathway allows them to gain their academic studies while still developing as a rugby league player.</p> <p>Logo to appear on all girls' teams kits – Front Lower Left.</p> <p>Michelle Davis (Chester Fire Fighter) to work with the Foundation and deliver 6 sessions within primary and high schools (potential social media feature).</p>

20 Tickets for a Super League game of Cheshire Fire and Rescue Service choosing (can be split between games). Cheshire Fire Service Staff will attend a special ticket promotion for Competition during which safety messages will be promoted. This promotion can be utilised pan Cheshire.

CFRS will use space within the Match Day Programme to promote safety messages. 16 short messages in total. (E.g., home fire safety, road safety, arson reduction). The use of space within match day programmes can be used for messages pan Cheshire. The logo will appear on the Foundation website, with an additional link to the Cheshire Fire & Rescue Service website.



**UPG Central Pot:  
Cheshire FF 'Virtual'  
Challenge held 1<sup>st</sup> to  
14<sup>th</sup> May 2022**

**£314.58 (Cost of trophies and postage & packaging)**

To host a Virtual firefighter challenge event. This is a repeat event following the success of the 2020 and 2021 event. This event was held 'virtually' for the first time last year. We secured competitors from all over Europe and raised over £1000 for the firefighters charity.








The event is designed to promote Fitness and wellbeing with in the service. Additional benefits of the event are :-  
Via our social media output we promote recruitment.

The event demonstrates the inclusive and supportive nature of Cheshire fire and rescue service as an employer.

**Halton – Runcorn  
Community Garden**

**£1,360.00**

There were 3 bids this year which totalled the above amount. They included funding for the annual purchase of consumables to replenish the raised beds and greenhouse. The raised beds also required some essential maintenance with the work being carried out by the Volunteer Gardener Tommy Bryan. Funding also included essential maintenance to the garden grounds. An initial request for Facilities to complete the work resulted in an external contractor quoting £3500.00 but as the cost appeared excessive discussions were held with the Runcorn Princes Trust Team who completed the works as their course project ,overseen by Tommy and cost £1000.00.

	<p>6 local primary schools visit the gardens regularly for input on how to prepare the beds, sow seed, care for and harvest the vegetables. In addition the garden is used by Gym users to relax within as part of Healthy Hearts.</p>
<p><b>Halton – Mayor’s Open Day</b></p>	<p><b>£400.00</b></p> <p>This is an annual event where the Mayor invites local charities, school choirs &amp; families for a Christmas celebration. Charities have an opportunity to fundraise &amp; there are various stalls. Attendance is estimated at 400+ people from Halton. Approximately 200 school children from a range of borough schools will sing in choirs to provide a Carol Service. Each child will be provided with a goodie bag.</p> <p>Runcorn crews attended to engage with the community</p>
<p><b>Halton Unitary Station Open Days: Runcorn Fire Station: 24<sup>th</sup> July 2022</b></p> <p><b>Widnes Fire Station: 29<sup>th</sup> October 2022</b></p>	<p><b>£1,164.00 (Runcorn) £1,000.00 (Widnes)</b></p> <p>To pass on kitchen safety, child safety and road safety advice to the people of Halton. Face painting will be available for children to enjoy for free and a soft play trailer. There will be an RTC demonstration, Cadet BA demonstration, Rope Rescue Demonstration. The rescue boat, vintage fire engine and post incident vehicle will be in attendance.</p> <div style="display: flex; justify-content: space-around;">   </div>
<p><b>Halton – Reduce Deliberate Wheelie Bin Fires: Wheelie Bin Safety Information Stickers.</b></p>	<p><b>£380.00</b></p> <p>Specific deliberate fire reduction stickers designed to be placed on domestic wheelie bins within the Halton area. Information on the sticker will be bespoke to promote how to reduce the risks of their bins being used and involved in fires, how to report criminal activity via Crimestoppers and information on how to have fly tipping removed from private land and public land. 101.</p> <p>This initiative is a proactive activity to highlight and educate residence within specific locations where the Service is experiencing higher than normal deliberate fires since the Bonfire period.</p> <p>The initiative will be part of the ongoing Deliberate Fires reduction in Halton and will start as soon as the stickers are available and between the deliberate reduction manager and Runcorn/Widnes deliberate reduction leads. Locations will be identified using our data and targeted where high activity is occurring. The order for 2500 is to allow for further use in hot spot areas in Runcorn moving forward and will be used as part of</p> <div style="text-align: right;">  </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;">     </div>

an ongoing reduction strategy in Halton. Consultation has taken place with SM Swindells and Halton Police and is part of the ongoing Deliberate fire and ASB initiative set up by Blue Watch Runcorn.

**Warrington Unitary Station Open Days:**

**£819.30 (Birchwood) £996.13 (Warrington) £1,180.00 (Lymm) £1,279.30 (Penketh)**  
 Warrington Unitary stations engaged with the community whilst offering valuable advice to the public. The days offered a wide range of activities to the public with a variety of different stations including face painting, home safety advice, bike safety, RTC demos and road safety advice.

**Penketh Fire Station: 3<sup>rd</sup> July**

Throughout the day staff interacted with the public promoting the effects that deliberate fires has on our resources, the recruitment process and how to apply, kitchen safety and much more. The Open Days were enjoyed by all, where we hope members of the public, both young and old, left with a greater understanding of what the service promotes and the initiatives we aim to achieve.

**Lymm Fire Station: 16<sup>th</sup> July**

**Birchwood Fire Station: 17<sup>th</sup> July**

**Warrington Fire Station: 4<sup>th</sup> September**



**Birchwood Fire Station** @BirchwoodFS

Birchwood Fire Station | 18 Jul 2022 | 23:03

Everyone at Birchwood Fire Station would like to thank all those who attended our open day yesterday in the very warm weather and made it such a fantastic success and helping us raise the amazing amount of £935 for the Fire Fighters Charity.

@CheshireFire  
 @firefighters999



559 564 5.32 0 28 2 0 0



**Warrington Fire Station** · 04/09/2022

Wow! What a day! A huge thank you to everyone who attended our open day today, it was great to see so many people! You help us raise a fantastic £903.74 for @firefighters999. Thank you also to everyone who helped make it happen @CheshireFire 🚒 😊





**Warrington –  
Project Fire Sport**

**£500.00**

Partnership working to hold summer diversionary activity programs. 4 x official coaches, to deliver football training sessions. Use of Warrington Town / Collegiate football pitches. 15 x under 11's football shirts inc; Logo.

**Objectives:** Partnership working in-line with Cheshire's vision to reduce the risk of arson and antisocial behaviour within targeted age groups across the whole of the county. With an awareness of school children at risk from exclusion, who may or not be in education we have initiated a project that includes multiple agencies with a focused task.



We have used previous initiatives and ideas from our own organization and others to reduce arson within our local footprint. Using our reputation as a foundation, we have worked collaboratively with Cheshire Police and Warrington Town FC to create a platform to launch “Project Fire Sport”.

Working alongside Cheshire Police, we have identified children that commit acts of anti-social behaviour and arson within an age range of 9 – 16-year-old. Project Fire Sport will use the popularity of football as a starting point, to engage with this age group. We will create inclusive environments and a focus to improve, learn and be appreciated, it is hopeful that these children will be proactive within this arena.

Previous initiatives have benefited the diverse communities of Warrington. Football is one of the most popular engagement sports and attracts a high number of youths within the age groups that we are focusing on. By using football as a “key to the door” we can deliver a very positive action to these groups across the whole of the county.

We have approached Warrington Town FC and they have very kindly offered to support this initiative and provide us with FA trained coaches, and we can work collaboratively, delivering multiple safety campaigns. Our initiatives will include:

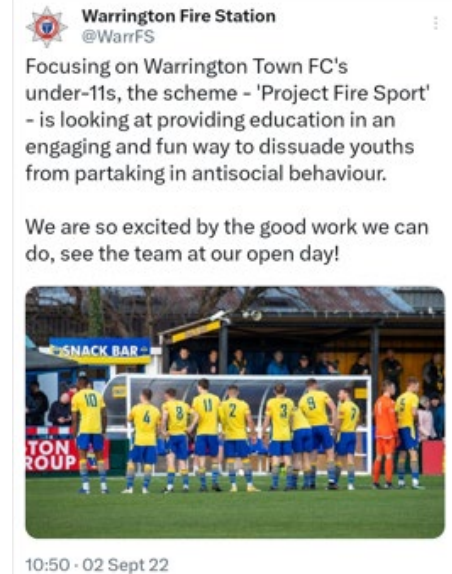
- Safety messages contained within match programmes.
- Weekly promotion for CFRS with the logo as a sponsor of an under 11’ team. (this team represents the diverse communities of Warrington, including polish, Romanian and Turkish ethnicities)
- Multiple use of an under 11’s team for Station open day and community events both fire related and football, all within local area and all attracting a diverse section of Warrington’s population.
- Use of football pitches for events.
- FA qualified coaches, who will plan and deliver the training sessions.

During the period of 2022 -23 Project Fire Sport will deliver football focused training sessions at multiple venues around Warrington. Cheshire police will nominate the youths who will benefit from attending this project.

CFRS and Warrington town FC will provide a structured, interactive session, that will incorporate football with an emphasis on fun. We will also have the summer tournaments, that attract all youth teams across the whole of Halton and Warrington. This event would be key at promoting events, including known risks such as water safety.

We anticipate that this event will be on-going and continue to grow. We plan to monitor its success and upon its evaluation we hope that every year we can approach a different sports team, in multiple towns across Cheshire within the targeted age group.

By setting up partnerships this way, being visible every weekend on junior football fields we can create a high and positive image to our organization, but ultimately accomplishing what we set out to achieve in our risk reduction.





**Warrington –  
Warrington Wolves  
Under 7s Events**

**£3,000.00**

The overall aim is to promote key safety messages through the event, supporting our community messages on a reduction in the number killed and injured in fire and on the roads and a reduction in deliberate fire-setting and anti-social behaviour.

CFRS will support the Warrington Wolves Foundation to engage with over 700 young people participating plus a further 3000 back in the schools where the rugby coaching takes place, thus promoting positive activities for young people and community safety.

The match day at the Halliwell Jones Stadium attracts an audience an average 15,000 spectators and on match days is the heart of the community. The Match Day Programme will feature the CFRS logo on the Foundation double page.

Kits used by participating teams in the Final will display key messages, a large 'pitch flag' will also do the same.

CFRS will use space within the Match Day Programme to promote safety messages. 16 short messages in total. (e.g. home fire safety, road safety, arson reduction).

PA announcements will highlight the Cheshire Fire Service sponsorship and emphasise key safety messages, directing the audience to the page in the Match Day Programme where appropriate.

Cheshire Fire Service Staff will attend a special ticket promotion for Competition during which safety messages will be promoted.

Branding - Certificates featuring Cheshire Fire Service branding will be presented to all participants in pre-match 7's. Balls featuring Cheshire Fire Service Branding will be used in all matches.

Social Media campaign to be supported throughout the agreement.

The logo will appear on the Foundation website, with an additional link to the Cheshire Fire & Rescue Service website.

An opportunity to link into our Fire Cadets that will attend on match days and finals day, thus promoting cadet units. The cadets will also carry out a bucket collection in aid of charity.

Nominated Player / Volunteer Fire Ambassador to support initiatives, messages and HSAs.

Entry into The Foundations 'In the Community' brochure, delivered to local organisations.

**Warrington Fire Station**  
@WarrFS  
On Saturday White Watch went to the Halliwell Jones Stadium to Support the Rugby 7s, where schools from around Warrington competed against each other. Well done to all who took part.



11:49 · 25 Apr 22

**Warrington Fire Station**  
@WarrFS  
Blue Watch participate in Warrington Wolves Rugby 7's Youth competition.  
  
Engaging in Grass Roots will help foster a positive attitude to sport and a lifelong commitment to activity.

More:

[orfo.uk/PDvoW](http://orfo.uk/PDvoW)



12:08 · 20 May 22

<p><b>Warrington – ‘Walking with Heroes’ 20<sup>th</sup> May 2022</b></p>	<p><b>£60.00 (Cost of hi visability jackets &amp; refreshments)</b></p> <p>High visibility Jackets to be provided to the children during the walk. This will create a heightened road safety focus and will provide the walking bus with a visual profile. This event attracts a great deal of interest from a variety of different schools in the area and historically has been oversubscribed. These jackets will be returned and kept for future use.</p> <p>In addition, refreshments will be provided to staff and partners following the event to promote discussions and planning around future events.</p>		
<p><b>Warrington – Deaf Awareness Week 2022 4<sup>th</sup> – 9<sup>th</sup> May 2022</b></p>	<p><b>£155.00</b> 2 x 2hr Sign language sessions for 8 persons.</p> <p>Session 1 – introduction to BSL Session 2 sign language relevant to our organisation.</p> <p>Fire-fighters from Blue watch Warrington will be engaging with Signing Solutions (Local group) to promote this national event.</p> <p>The event will see Fire-fighters giving fire safety and road safety advice, as well as other advice as requested by the group, including how to register for emergency 999 text services.</p> <p>This will be completed on station by giving a tour of the fire appliance, smoke tent experience and a visual presentation.</p> <p>The funding bid will provide BSL training for the watch and staff from the prevention team prior to the visit to communicate with the group.</p>		
<p><b>CWAC – Winsford Youth Forum</b></p>	<p><b>£2000</b></p> <p><b>Partnership working to hold summer diversionary activity programs.</b></p> <p>In the past we have worked closely with the Winsford Youth and Community Forum and Cheshire West and Chester’s (CWAC) Youth Service. Including during Op Treacle (Bonfire &amp; Halloween period) and previous summer projects. The forum is a PVI sector organisation who aim to support young people’s development, by “offering opportunities to gain, increase and develop skills, knowledge, self-awareness and confidence, and enabling them to make positive and healthy life choices through our wide range of programmes”.</p>		

	<p>Funding was to support the Winsford Youth and Community Forum to continue to run these sessions throughout the summer. The funding will cover 4 sessions of 'Extreme Wheels' which will be delivered from the Marina car park Winsford these will run on 1st , 8th , 15th and 22nd of August. We predict that the programme will engage with over 80 young people aged 8 - 16 years. Extreme Wheels is a PVI organisation which offers opportunities for young people to take part in extreme sports. Qualified instructors deliver inline skating, scooter riding, skateboarding and BMX coaching sessions that are inclusive and tailored for all abilities. Extreme Wheels utilise sport as an engagement tool to support young people in their local area and build community cohesion and social capital. Primarily, the objective of these sessions is to offer a diversionary event providing an alternative option to ASB. Secondary objectives include providing an environment for partnership agencies to engage with young people to deliver key safety messages. Historically the sessions have been well attended, last year saw an attendance of around 120 young people over the month. The sessions were also supported by the Police and CWAC Community Safety Wardens.</p>
<p><b>CWAC – Winsford Operation Treacle</b></p>	<p><b>£500</b>  <b>OPS Treacle Bonfire Project 2022</b>  Areas of Winsford have historically experienced an increase in secondary fires caused by Anti Social Behaviour (ASB) during the bonfire period. In recent years, following multi agency diversionary tactics we have seen a reduction in the number of these fires. This event sets about continuing the diversionary programme for local children, by inviting them to attend a set location and have the chance to make their own pizza and smoothies, whilst socialising with other children in a safe and warm environment.</p> <p>Representatives from Cheshire West and Chester Council, Cheshire Constabulary, Winsford Youth Forum and Cheshire Fire and Rescue Service will collaborate to educate attendees on the dangers of bonfires and fireworks and the effect on the neighbouring estates</p>
<p><b>CWAC – Winsford Wheelie Bin Stickers</b></p>	<p><b>£456</b>  <b>Wheelie bin safety information stickers.</b></p> <p>Specific deliberate fire reduction stickers designed to be placed on domestic wheelie bins within the Winsford area. Information on the sticker will be bespoke to promote how to reduce the risks of their bins being used and involved in fires, how to report criminal activity via Crimestoppers and information on how to have fly tipping removed from private land and public land. 101.</p> <p>This initiative is a proactive activity to highlight and educate residence within specific locations where the Service is experiencing higher than normal deliberate fires since the Bonfire period.</p>
<p><b>CWAC – Chester Fireworks Display</b></p>	<p><b>£750</b>  <b>Chester Fireworks Display</b>  This funding was to support the Lord Mayor's fireworks display at Chester Race Course on the 5th November 2022 and contribute funds to provide an alternative and diversionary event around the bonfire period.  The objective of the bid is to part contribute to professional firework displays in Chester demonstrating to the public how a well-managed firework display should take place, consequently keeping them safe and providing a diversionary activity during the bonfire period.</p>

<p><b>CWAC – Prevention Items</b></p>	<p><b>£984</b>                  Belkin E-Series 4 Socket 3 Mtr Surge Strip</p> <ul style="list-style-type: none"> <li>• Specialist deaf alarms require an electric socket near the bed to power the strobe bedside unit, this is not always available. Extension leads will enable CFRS to install more deaf alarms.</li> <li>• Domestic dwellings are frequently found to have overloaded and unsafe block adaptors which have been known to cause fires.</li> <li>• Flat extension leads are the preferred safety choice for CFRS.</li> <li>• High risk dwellings will be identified by Advocates through the H.S.A process.</li> <li>• The criteria will be that recipients will have a high risk of fire from overloading sockets or require a specialist deaf alarm.</li> </ul>
<p><b>CWAC – Prevention Items</b></p>	<p><b>£383.20</b> 16, 3 Ltr Deep Fat Fryer / <b>£318</b> - 24,1 Ltr Deep Fat Fryer / <b>£619</b> 20, 2.2 Ltr Air Fryer</p> <ul style="list-style-type: none"> <li>• To reduce the risk to the most at risk groups of our community that include over 65's</li> <li>• Domestic dwellings are frequently found to have unsafe chip pan usage which have been known to cause fires.</li> <li>• Target households who have already suffered an accidental dwelling fire as a result of unsafe cooking practices.</li> <li>• High risk dwellings will be identified by Advocates through the H.S.A process as well as the newly appointed 'Post Fire Advocate' and operational crews.</li> </ul>
<p><b>CWAC – Station Open Days</b></p>	<p><b>£870.00</b> (Winsford) <b>£1,301.77</b> (Frodsham) <b>£1,200.00</b> (Northwich) <b>£1,380.30</b> (Chester) <b>£840.00</b> (Ellesmere Port)</p> <p>CWAC Unitary stations held Open Days to engage with their local communities. Throughout each event the staff were able to offer important safety advice regarding home safety, electrical safety, road safety as well as providing a number of small attractions such as face painting, climbing wall, dunk the Firefighter, throwline challenge, ice cream (raising money for FF Charity).</p> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div data-bbox="481 925 929 1356" style="width: 45%;"> <p style="text-align: center;">Saturdays 24<sup>th</sup> Open Day</p> <p>Between 10am – 11am will be a designated quiet hour, this is to create a calmer and more relaxed environment. The hour is tailored for individuals who have sensory sensitivities or impairments, dementia, learning disabilities, ADHD, autism, or mental health conditions. During the hour we will have reduced noise levels and limited lighting. We would ask those who feel comfortable in attending the 11am – 3pm hours to leave the quiet hour slot for those who do not.</p> <p style="text-align: center;">Many Thanks Winsford Fire Station.</p> </div> <div data-bbox="963 925 1467 1292" style="width: 20%;">  </div> <div data-bbox="1500 917 2128 1300" style="width: 30%;">  </div> </div>



**Cheshire East -  
Macmillan Coffee  
Morning at Wilmslow  
Fire Station**

**£50.00** - Annual Macmillan Coffee Morning held at Wilmslow Fire Station.

Funding is to purchase items to host the Macmillan coffee morning to raise fire safety/road safety messages to fit in with service aims and objectives. Additionally promote awareness of cancer research and raise funds for cancer research.



**Cheshire East -  
Congleton in Bloom**

**£125.00** - Congleton Town Council is taking part in the Britain in Bloom event and the Service has been approached to participate. The aim will be for the FFs to maintain the raised flower bed and hanging baskets following the Congleton in bloom event.

The additional baskets and materials to create the raised flower bed are required to involve the young people's participation to work alongside the FF's and receive road safety education.

**Cheshire East Fire  
Station Open Days**

Alsager – £280.00



Macclesfield - £809.30



Nantwich - £977.68

2022/23 Funding Bids



Middlewich - £40.00,

Sandbach - £225.00,

Knutsford - £40.00



Congleton - £280.00,

Wilmslow - £743.00



Holmes Chapel - £438.08

We had a very successful open day on the 4th of December with an RTC demo and various stalls, we also raised £528.55 for the Firefighters charity.







## Operational Assurance & Training Team

Annual Training Performance  
Report 2022-23

.....  
[www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk)

# Introduction

This performance report presents the training outcomes, which have been achieved during the training year (April 2022 to March 2023) to the Service Leadership Team (SLT), Performance and Programme Board and the Performance & Overview Committee

## Context

The Service's Operational Training Strategy commits the Service to providing Operational Training within a structured competence framework; this report shows the numbers of eligible personnel who were required to attend all of this training at the commencement of the training year, and the final number who actually attended by the year end. The percentage figures are RAG rated using a traffic light system for ease of reference.



The pilot of the new Training department structure and duty system has been extended through this training year. The new department is now known as the Operational Assurance & Training Team (OATT), this has merged the former Operational Training Group (OTG) and the Command Training Group (CTG). The aim of the OATT pilot is to provide synergy between all aspects of training and to utilise the new Training Centre to its full potential.

The new Training Centre is a significant investment by Cheshire Fire Authority and enables OATT to deliver initial and refresher training in a world class training environment. The OATT have also reviewed the way in which it delivers On Call support training, responding to the needs of On Call staff by developing an innovative approach to training. The local Practical Incident Command Courses (PICC) have continued to be conducted at the Training Centre. Feedback from the attending crews has been very positive across all courses delivered.

## Figures Explained

Every Operational staff member who was 'eligible' for these refresher-training programmes was monitored and performance figures detailed in this report. Initial Training for Wholetime Duty System (WDS) and On-Call Duty System staff (OCDS) can be found at the end of the report. If individuals were unable to attend this compulsory training within the Service's competence timeframe, they are managed in order that they undertake 'catch up/mop up' training early in the new training year as per the Operational Training Strategy.

**Tony O'Dwyer:**            **Head of Operational Policy and Assurance**

## **Glossary of terms:**



FFs - Firefighters  
CMs - Crew Managers  
WMs - Watch Managers  
BA - Breathing Apparatus  
RTC - Road Traffic Collision  
RTACC - Rescue Trauma and Critical Care  
SWV - Swift Water Validation  
WM7 - Watch Manager 7 training level  
ICA – Incident Command Assured  
SMMI - Station Manager Managing Incidents  
PICC – Practical Incident Command Course  
EFAD - Emergency Fire Appliance Driving  
PDRPRO - Electronic training record  
EFAD – Emergency Fire Appliance Driving  
BAR - Breathing Apparatus Refresher course  
PPV - Positive Pressure Ventilation  
CFB - Compartment Fire Behaviour  
OTG - Operational Training Group  
CTG - Command Training Group  
LGV - Large Goods Vehicle  
OBL - Officer Blue Light course  
PICC - Practical Incident Command Course  
OATT - Operational Assurance & Training Team  
HRET - High Reach Extendable Turret appliance  
ERDT - Emergency Response Driver Training  
RRRU - Rapid Response Rescue Unit  
SPOA – Station Performance Operational Assurance

# Operational Training – Performance Dashboard

Performance Key		Meeting target	Within 10% of target						Falling against target by at least 10%								
	Core Refresher Courses 2022/23	Target number of delegates for year	Quarter 1 number of courses run	Quarter 1 number of delegates received training	Q1 %	Quarter 2 number of courses run	Quarter 2 number of delegates received training	Q2 %	Quarter 3 number of courses run	Quarter 3 number of delegates received training	Q3 %	Quarter 4 number of courses run	Quarter 4 number of delegates received training	Q4 %	Cumulative number of courses run	Cumulative number of delegates received training	Cumulative % of eligible delegates attended by refresher type
Page 84 <sup>9</sup>	BA Day 1 Refresher at HQ 100% of eligible staff to attend	500	27	296	59.20%	14	158	31.60%	5	41	8.20%	3	33	6.60%	49	528	105.60%
	BA Day 2 Refresher at HQ 50% of eligible staff to attend	250	0	0	0.00%	0	0	0.00%	8	61	24.40%	17	134	53.60%	25	195	78.00%
	RTC Refresher To Mop up staff due to expire	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	RTACC Refresher 50% of eligible staff to attend	250	4	37	14.80%	8	80	32.00%	10	92	36.80%	4	45	18.00%	26	254	101.60%
	Hazardous Materials Refresher To Mop up staff not attended previous year	57	0	0	0.00%	1	9	15.79%	3	34	59.65%	0	0	0.00%	4	43	75.44%
	Height Safety Refresher 100% of eligible staff to attend	467	8	82	17.56%	15	156	33.40%	17	143	30.62%	4	31	6.64%	44	412	88.22%
	SWV Day 1 83 - 100% of eligible staff to attend (191 eligible staff must attend 5 times out of 6 sessions over 3 years = Target of 159 to 191 staff to attend)	156	0	0	0.00%	8	65	41.67%	11	85	54.49%	0	0	0.00%	19	150	96.15%
	SWV Day 2 83 - 100% of eligible staff to attend (191 eligible staff must attend 5 times out of 6 sessions over 3 years = Target of 159 to 191 staff to attend)	156	0	0	0.00%	0	0	0.00%	0	0	0.00%	19	164	105.13%	19	164	105.13%

Performance Key		Meeting target	Within 10% of target			Falling against target by at least 10%										
Core Refresher Courses 2022/23	Target number of delegates for year	Quarter 1 number of courses run	Quarter 1 number of delegates received training	Q1 %	Quarter 2 number of courses run	Quarter 2 number of delegates received training	Q2 %	Quarter 3 number of courses run	Quarter 3 number of delegates received training	Q3 %	Quarter 4 number of courses run	Quarter 4 number of delegates received training	Q4 %	Cumulative number of courses run	Cumulative number of delegates received training	Cumulative % of eligible delegates attended by refresher type
Level 1 (WM7) Day 1 100% of eligible staff to attend	180	30	151	83.43%	3	14	7.73%	0	0	0.00%	0	0	0.00%	33	165	91.67%
Level 1 (WM7) Day 2 100% of eligible staff to attend	180	0	0	0.00%	0	0	0.00%	23	156	86.19%	0	0	0.00%	23	156	86.67%
Level 1 (ICA) Assessment Voluntary	85	7	7	9.41%	37	37	43.53%	4	4	3.53%	37	37	44.71%	85	85	100%
Level 1 (WM7) Assessment 100% of eligible staff to attend	75	7	7	8.33%	19	19	22.62%	12	12	9.52%	46	46	34.52%	84	84	112%
Level 2 (SMMI) Days 100% of eligible staff to attend	68	4	35	52.12%	0	0	0.00%	4	37	53.76%	0	0	0.00%	8	72	105.88%
Level 2 (EFSM2) Assessment 100% of eligible staff to attend	28	6	6	21.43%	11	11	39.29%	5	5	25.00%	6	6	21.43%	28	28	100%
Practical Incident Command Course (PICC) Desirable to attend	60	0	0	0.00%	0	0	0.00%	2	16	26.67%	4	39	65.00%	6	55	91.67%
EFAD Refresher	72	22	22	30.56%	9	9	12.50%	11	11	15.28%	12	12	16.67%	54	54	75.00%
Totals for all Core Refreshers	2514	92	599	23.83%	116	549	21.84%	105	684	27.21%	140	535	21.28%	453	2367	94.15%

### Breathing Apparatus Day 1 Refresher

Target number of delegates for year: BA Day 1 = 500		Cumulative % of delegates attended: Day 1 = 105%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23

#### Summary of Current Performance

Over this training year, 49 courses were delivered, and 528 members of staff attended. With 105% of eligible staff completing the training. The figure is more than 100% because some staff will have attended twice to make up a pump crew to allow the pump to be detached for the training course.



BA Day 1 ensures that CFRS staff comply with National Operational Guidance (NOG) in relation to BA refresher training requirements.

#### What actions will be required to improve performance?

None - the delivery of BA Day 1 has successfully exceeded the target..

Note - BA Day 1 training will again be required for 100% of staff in the 23/24 training year.

### Compartment Fire Behaviour Refresher – BA Day 2 Refresher

Target number of delegates for year: BA Day 2 (Compartment Fire Behaviour) = 250		Cumulative % of delegates attended: Day 2 = 78%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23

#### Summary of Current Performance

During this training year, 25 courses have taken place, with 195 members of staff attending the training. Therefore 78% of staff have attended the training. Six courses were postponed due to the Resilience training\* that needed to be conducted in preparation for potential industrial action. Other reasons for staff not attending the training is due to compensatory rest periods required, following incidents such as periods of spate conditions faced by crews during the year, etc.



This year a maximum number of eight delegates could attend each course (previously 12 delegates could be booked onto each course). The reduction in delegates is to enhance the learning experience for students in the attack containers.



Note - There is no requirement stated in National Operational Guidance (NOG) for bi-annual fire behaviour training, this is a Cheshire target.



#### What actions will be required to improve performance?



To help to achieve 100% attendance, we will monitor attendance during the year and plan mop up sessions as required.

Note - BA Day 2 training will be required for 50% of staff in the 23/24 training year

RTACC Training		
Target number of delegates for year: 250		Cumulative % of delegates attended: RTACC 101.60%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>The target of 250 delegates was achieved during the training year, with a total of 254 members of staff attending over the 26 courses that took place. To detach a pump crew for the training, some staff had to do the course more than once to make up the pump crew, hence why the target was exceeded. The original plan was to run 27 courses, but the target was achieved with 26 courses.</p> <p>All staff now complete this training every other year, instead of every three years which was the previous ambition. This change was introduced following a review of trauma training requirements led by Dr Mark Forrest, the Service Medical Director. Further changes in the review have resulted in updated eLearning packages and a trauma theme is now included in all annual refresher training courses.</p>		
What actions will be required to improve performance?		
None - the delivery of RTACC training has successfully exceeded the target.		



Hazardous Materials Training		
Target number of delegates for year: 57		Cumulative % of delegates attended: Hazmat 75.44%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>43 members of staff attended the training sessions, with four additional mop up sessions arranged throughout the year. This equates to 75% of delegates that should have attended. For those staff who were unable to attend, the following reasons were provided – amended duties, secondment to another team/organisation or the operational requirements within Service Delivery,</p>		
What actions will be required to improve performance?		
The 14 staff that missed the training will undertake the training course during the 2023/24 year.		



Height Training		
Target number of delegates for year: 467		Cumulative % of delegates attended: Height Safety 88.22%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>Over the training year, 44 courses took place with 412 members of staff attending. Six courses were cancelled throughout the year, with five of these courses cancelled in Q3 &amp; Q4. A number of these courses were cancelled due to staffing requirements in Service Delivery, spate conditions and compensatory rest following attendance at operational incidents.</p>		
What actions will be required to improve performance?		
<p>Four mop up sessions have been planned for the 2023/24 training year to ensure 100% attendance.</p>		



SWV Training		
Target number of delegates for year: Day 1 = and Day 2 = 156		Cumulative % of delegates attended: Combined day 1 and 2 = 96.15%
Status at the end of the previous training year – both days	Current Status - both days	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>The plan was to run 21 courses throughout the training year with a target of 156 delegates, but only 19 courses took place with 150 delegates.</p> <p>The Day 1 training was held between September and December at Wild Shore in Delamere, but one of the courses could not be completed because of algae in the water. Individuals that could not attend were re-booked onto subsequent courses.</p> <p>For the Swift Water Validation Day 2 a small number of staff were unable to attend due to their attendance on other risk critical training courses. This year, a number of retirements, promotions and transfers from swift water stations have also occurred which resulted in those staff not undertaking the training. Where people have missed training courses, a review of training records has been carried out to ensure that Swift Water Rescue trained personnel maintain competence.</p>		
What actions will be required to improve performance?		
<p>Several courses were cancelled due to low student numbers. Next year the OATT we will explore a more flexible approach amending course content where necessary, ensuring courses can be delivered should fewer students attend.</p>		







## Incident Command Training



Level 1 (WM7) Training Day 1 & 2		
Target number of delegates for year: <ul style="list-style-type: none"> <li>Day 1 = 180</li> <li>Day 2 = 180</li> </ul>		Actual cumulative % of delegates attended: <ul style="list-style-type: none"> <li>Day 1 = 91.67%</li> <li>Day 2 = 86.67%</li> </ul> Overall Day 1 and 2 = 89.17%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>A total of 33 training days for 'WM7 day 1' were completed throughout the training year. A total of 165 members of staff attended. Then, 23 training days for 'WM7 day 2' were held with 156 members of staff attending.</p> <p>The above reduced attendance was due to staffing requirements within Service Delivery, spate conditions as well as promotions, retirements, etc.</p>		
What actions will be required to improve performance?		
<p>A virtual training session is currently being created that will enable staff who missed this training to catch up remotely on station, ensuring any learning covered on the course is shared with all Level 1 Commanders.</p>		

Level 1 (ICA) Assessment		
Target number of delegates for year: 85		Actual cumulative % of delegates attended: 100%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>The plan was to conduct 85 assessments in total throughout the year and this was achieved with 85 assessments completed.</p> <p>50% of the Level 1 ICA assessments were carried out on station this year comprising of a practical command scenario involving the ICA FF's own watch.</p>		
What actions will be required to improve performance?		
<p>None - the delivery of ICA assessments has successfully achieved the target..</p>		



Level 1 (WM7) Assessment		
Target number of delegates for year: • Assessment = 75		Actual cumulative % of delegates attended: • Assessment = 112%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>Over the training year, the plan was to deliver 75 assessments. This target was exceeded by completing 84 assessments. By delivering this outcome the OATT enabled the replacement of a number of staff with Level 1 Command skillsets within Service Delivery due to retirements, promotions and transfers, etc.</p>		
What actions will be required to improve performance?		
None - the delivery of Level 1 WM7 assessments successfully exceeded the target.		

Level 2 (SMMI) Days		
Target number of delegates for year: 68		Actual cumulative % of delegates attended: 105.88%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>In Q1, four training days were held with 35 members of staff attending. During Q3, four training days were held with 37 members of staff attending resulting in a total of 72 members of staff attending the training.</p>		
What actions will be required to improve performance?		
None - the delivery of Level 2 training days successfully exceeded the target.		

Level 2 (EFSM2) Assessment		
Target number of delegates for year: 28		Actual cumulative % of delegates attended: 100%
Status at the end of the previous training year	Current Status	Reporting period: 01/04/22 to 31/03/23
		
Summary of Current Performance		
The plan was to conduct 28 assessments in total throughout the year and this was achieved with 28 assessments completed.		
What actions will be required to improve performance?		
None - the delivery of Level 2 EFSM2 assessments successfully achieved the target.		

Practical Incident Command Course (PICC)		
Target number of delegates for year: 60		Actual cumulative % of delegates attended: 91.67%
Status at the end of the previous training year	Current Status	Reporting period: 01/04/22 to 31/03/23
		
Summary of Current Performance		
<p>Two courses were held in Q2 with a total of 16 delegates attending. Four courses were held in Q3 with a total of 39 delegates attending. The original plan was to ensure space for 12 Commanders on each course and a total of 55 members of staff attended throughout the training year. This is slightly below the target of 60, due to staffing requirements within Service Delivery, promotions, retirements and transfers.</p> <p>Development firefighters are also required to attend the PICC as part of their development pathway.</p>		
What actions will be required to improve performance?		
<p>A review of the PICC agreement and management of the course will be conducted in summer 2023, involving OATT managers and Service Delivery managers.</p> <p>The review will prioritise future attendance at the weekend PICC courses in order that capacity and opportunity for participation is maximised.</p>		

## Driver Training

EFAD Training		
Target number of delegates for year: 72		Actual cumulative % of delegates attended: 75.00%
Status at the end of the previous training year	Current Status	Reporting period:
		01/04/22 to 31/03/23
Summary of Current Performance		
<p>This training year has been extremely challenging for the Driving School. This has involved sickness absence, new Instructors requiring development as well as a requirement to deliver Rapid Response Rescue Unit (RRRU) and High Reach Extending Turret (HRET) driving courses to staff. There is also an increased demand for Emergency Fire Appliance Drivers (EFAD) as a result of the retirement profile The Service also saw a new Delegated Driving Examiner taking up his role.</p> <p>Despite the challenging year, the following has been achieved:</p> <ul style="list-style-type: none"> <li>• 54 EFAD refreshers have been delivered. This is below the target of 72, but no current EFAD driving qualifications have expired.</li> <li>• 19 LGV initials have been delivered with new drivers then moving on to EFAD training.</li> <li>• 13 EFAD initials have been delivered resulting in 24 new EFAD drivers now supporting Service Delivery</li> <li>• 17 RRRU courses have been delivered resulting in the successful RRRU programme rollout on all allocated On Call stations.</li> <li>• Eight HRET courses were carried over from 21/22 resulting in the HRET entering operational service and providing additional resilience driver support.</li> <li>• Five Officer Blue Light courses were delivered resulting in five new flexi duty system officers being able to respond to emergencies.</li> <li>• Driver training was also delivered for the new Water Carrier vehicle at Ellesmere Port.</li> </ul>		
What actions will be required to improve performance?		
<p>Complete the transition to the ERDT Standards when Section 19 of the Road Traffic Act is enacted later this year            Ensure all existing Driving Instructors are registered with the NFCC on the ERDT Driver Instructor Register            Bring Driving Instructor team up to strength.</p> <p>Deliver outcomes which meet the needs of Service Delivery and targets set by the Service Improvement Team            Catch up on EFAD refresher expiry dates following the backlog caused by the COVID pandemic.</p> <p>Recruit a third Green Book Driving Instructor, continue to utilise Associate Instructors and attend quarterly review meetings to cross reference the Service driving plan with the Establishments team.</p> <p>Explore and cost the option of using external providers as a short-term fix to increase numbers.</p>		

### Additional Information

Additional training conducted during the training year:

#### **On Call Training**

- 5 Initial training programmes in pumps and ladders (Module 1)
- 3 BA Initials (Module 2)
- 2 Road Traffic Collision (RTC) initial training courses
- 2 Positive Pressure Ventilation (PPV) Initial training courses
- 4 Water awareness Initials
- 3 Hazardous Material Initials
- 4 Rescue Trauma and Casualty Care (RTACC) Initial training courses
- 3 Height Safety Initial training courses

### **Certificate to Ride assessments**

OCDS staff are assessed by OATT trainers on their own fire stations after approximately ten weeks of consolidating their new skills, upon successfully completing this assessment they are permitted to ride the fire appliance.

### **Quarterly and End Point Assessments**

OATT staff continued to deliver a full range of assessments to new and existing staff to ensure continuity of their pathway to development, this includes attending the Training Centre every three months for the first year to complete holistic assessments focusing on underpinning knowledge and operational skills. Several Apprentice Firefighter End Point Assessments were completed, many staff gained distinctions in their assessments by the external awarding body.

### **Trainee Firefighter courses**

This training year saw the successful delivery of two 16-week Trainee Firefighter courses. One course started in April 2022, and the second course started in September 2022.

### **\* Resilience Training**

This year the threat of potential Industrial Action and also future spare conditions resulted in the Service completing a programme of Resilience Training to ensure that it was prepared for a reduction in staff or an increase in operational activity. The OATT delivered 16 resilience training days to Day Duty/ Flexi duty Officers covering the core skill subjects of BA, Height, Trauma, RTC, Pumps & Ladders and Water to ensure that the officers were fully competent in those areas in the event they were deployed. A 5-day Ministry of Defence (MOD) training course covering basic firefighting skills and tactics was also delivered to ensure that a number of military personnel were trained to the appropriate standard. Driving School delivered 3 x two-week LGV initial courses to resilience drivers and one EFAD refresher course. 4 FDS Officers were trained and assessed in the Incident Command Suite enabling them to command fire engines should the need occur.

### **SPOA Exercises**

In conjunction with Service Delivery, the OATT delivered 10 SPOA exercises comprising 3 for each unitary area, and 1 additional On Call exercise. The exercise took place on the Smart Motorway area at the Training Centre and involved a multi vehicle RTC with persons trapped, both physically and medically.

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 12<sup>TH</sup> JULY 2023  
**REPORT OF:** HEAD OF PREVENTION AND PROTECTION  
**AUTHOR:** GM DUNCAN PALIN, GERALDINE LYNCH AND JASON MCTIGUE

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**SUBJECT:** SAFEGUARDING CHILDREN AND YOUNG PEOPLE (CYP) AND ADULTS, ANNUAL REPORT 2022-23

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### Purpose of Report

1. To report the number of safeguarding referrals that have been made by Cheshire Fire and Rescue Service (the Service) between the 1<sup>st</sup> of April 2022 and the 31<sup>st</sup> March 2023. This report focuses on both Children and Young People (CYP) and adults' data. Details regarding improvements that have been made to safeguarding processes as well as plans for future improvements are also included for information.

### Recommended: That

[1] the report be noted.

### Background

2. The Service has a legal and moral responsibility as a public service, to ensure that all CYP and adults it interacts with are kept safe and free from harm. If concerns do arise then the safeguarding policies provide a clear expectation of what is required to ensure CYP and adults at risk are adequately protected from harm.
3. The Service is committed to ensuring that all CYP and adults who are at risk, whatever their age, culture, disability, gender, language, racial origin, religious beliefs and/or sexual identity, are protected from neglect or abuse. All observations, disclosures and allegations of neglect or abuse are taken seriously and responded to swiftly and appropriately. All staff and volunteers, working for the Service have a responsibility to report concerns to the appropriate Designated Safeguarding Officer detailed within the policies.
4. The Safeguarding CYP Policy provides a framework to ensure that all staff and volunteers, comply with the requirements of the policy and its associated procedures which help the Service to comply with the requirements in the Children Act 1989 and expectations of the Working Together to Safeguard Children 2018 guidance.

5. The Safeguarding Adults Policy provides a framework to ensure that all staff and volunteers, comply with the requirements of the policy and its associated procedures which help the Service to comply with the requirements in the Care Act 2014 and Mental Capacity Act 2005.

## Information

### CYP Safeguarding

#### Overview

6. During this reporting period, there were 17 CYPs safeguarding referrals submitted. This is a decrease of 16.8% since the last report (previous year 21 CYP referrals). All the referrals made, have complied with Service policy.

#### Reporting data

7. The Service works with CYP to; promote positive safety messages that assist in making them aware of the dangers of fire, arson and road traffic collisions utilising a preventative approach; help re-engage them into their local community allowing them to progress onto positive outcomes e.g. education, employment or training. This work is important and must be done in accordance with the policy. Non-compliance with the policy by staff or volunteers may be considered a serious disciplinary offence.
8. The statistics show that the number of referrals has decreased during 2022-23 (table 1) when compared with the previous year. Several of the Service's youth programmes and activities returned to "normal" delivery during the reporting year, such as cadet units and face to face youth engagement programmes, following the impacts of Covid restrictions in the 2021-22 reporting year. Consequently, the referrals received have been more proportionate, across all our CYP activities, coming from both operational incidents and non-operational activities. In contrast, the 2021-22 report, highlighted that 95 % of CYP referrals came from operational incidents. This has reduced significantly within 2022-23 and is more in line with the previous year's data. The breakdown of referrals by activity and Service Delivery Area is also reported (Tables 2 & 3).

Table 1: Number of referrals by year:

Year	2022/2023	2021/2022	2020/21	2019/20	2018/19
No.	17	21	13	16	18



Table 2: 2020/2021 referrals by area:

Area Referral Split	2022/23	2021/22	2020/21	2019/20	2018/19
Cheshire East	9	4	5	5	2
Cheshire West and Chester	1	6	2	7	3
Halton	6	3	4	4	6
Warrington	1	7	2	0	7
Other	0	1	0	0	0

Table 3: A breakdown of the referrals received:

Breakdown of referrals by source	2022/23	2021/22	2020/21	2019/20	2018/19
Fire Cadets	0	0	0	1	1
Firesafe Scheme	1	1	0	0	0
Safe and Well visits	4	0	0	4	3
Operational Incidents	8	20	9	10	7
Prince's Trust Team	3	0	2	1	5
Targeted Youth Support Team	1	0	0	0	2
Arson Threat Assessment	0	0	2	0	0

## Referral Case Overview

9. The reason for a referral differs from case to case but can include concerns around home conditions, poor mental health, drug and alcohol misuse and neglect. It is positive to note that staff remain pro-active in making referrals following operational incidents. This demonstrates that recent training and information materials, including safeguarding tool kits, continue to have a positive effect on recognising the signs of CYP at risk and responding accordingly following local and national guidance. A few examples appear below.
  - a. The Service attended an incident at a property which was inhabited by two adults and a 5-month-old baby. A small fire raised the alarm and a neighbour called 999 when the hard-wired smoke detectors activated. Firefighters found

a foil tray containing food had been left on the electric hob whilst the occupiers went out. There was clutter and large amounts of household waste all around the property which was blocking the exit routes. One occupier was a heavy smoker and there were signs of careless disposal of cigarettes outside the property window, near to the gas meter cupboard. The property was too small for a family of three and was understood to be for a single person over the age of 50. Prevention officers attended the property and have initiated follow up procedures with Children's Services.

- b. Fire crews attended a property following a 999 call, where water was leaking from an upstairs toilet into the kitchen below, which was affecting the electrics. The water and electricity were isolated by a neighbour prior to the arrival of the Service. Two young children resided at the property. Both appeared well enough, but they were wearing nappies and no clothes. The condition of the house was poor, dirty, and unsanitary. There weren't any carpets in either of the two bedrooms, and floorboards were lifted in the children's bedroom. The two mattresses in the children's bedroom, were on the floor without bedding. Only makeshift curtains were hung over the windows. There was no extended family support available, and the family were not known to Social Care. A referral to the Integrated Contact and Referral Team (ICART) was made and support was offered to the family.
10. During the reporting period there have also been several concerns raised relating to young people which ultimately did not meet the threshold for Children's Social Care intervention. In these instances, support was identified for the individuals and referrals were made to external services such as mental health, drug and alcohol teams and early intervention services. This is common practice when working with CYP who often require additional services to meet their complex needs.

## **Adult Safeguarding**

### **Overview**

11. In 2022-23 there were 30 cases where adult safeguarding thresholds were met, and where a referral for additional support was processed. Information from Prevention teams has highlighted that post lockdown they are seeing an increase in vulnerabilities identified. Some of these vulnerabilities do not meet safeguarding thresholds but are supported by other means. These have become more prevalent as occupiers become more receptive to home visits after the Pandemic, and due to the cost-of-living crisis, that has had a detrimental impact on some residents. This has been identified through advocates and Service Delivery staff undertaking safe and well visits and attending operational incidents.

## Reporting Data

12. The 30 cases referred in 2022-23, represented a decrease from 2021-22, where the Service referred 44 adults at risk. It should be noted though that the figure meeting safeguarding thresholds in 2022-23, is more in line with the pre-Pandemic period. In addition to safeguarding adults, the Service also identifies and refers vulnerable persons, which is addressed in the 'Referral Case Summary' section below.
13. The Service was able to deliver 21,861 Safe and Well interventions in 2022-23. This compares to 11,268 delivered in 2021-22. Therefore, several of the adult at risk referrals came from direct prevention intervention (delivered through Service Delivery and Prevention teams), but referrals were also generated from attending operational incidents.
14. The number of referrals, referrals by area and causation of referral are shown (Tables 4, 5 and 6) below.

Table 7 shows which department within the Service made the referral.

Table 4: Number of adult referrals by year

Year	2022-23	2021-22	2020-21	2019-20	2018-19
No.	30	44	28	27*	27*

\*These figures have been amended from previous reports

Table 5: 2022/23 Adult referrals by area

Area Referral Split	2022-23	2021-22	2020-21	2019-20	2018-19
Cheshire East	12	9	11	15	12
Cheshire West and Chester	4	11	6	4	1
Halton	8	8	5	5	8
Warrington	6	16	6	3	6

Table 6: The causation of adult referral by area 2022-23

<b>Area referral split:</b>	<b>Cheshire East</b>	<b>Cheshire West and Chester</b>	<b>Halton</b>	<b>Warrington</b>
Suicide attempt	2	1	1	2
Domestic abuse	1			
Mental health, (including capacity and dementia)	3	3	5	2
Self-neglect	4			1
Substance misuse	1		2	
Hoarding	1			
Arson				
Abuse				1
Total	12	4	8	6

Table 7: A breakdown of adult referrals received 2022-23:

<b>Unitary Area</b>	<b>Service Delivery referral</b>	<b>Prevention department referral</b>	<b>Total</b>
Cheshire East	8	4	12
Cheshire West and Chester	3	1	4
Halton	8	0	8
Warrington	4	2	6

## **Referral Case Summary**

15. The data above shows that the largest cause of referral was for mental health related issues (including capacity and dementia), followed by self-neglect and attempted suicide. Most of these referrals were generated by Service Delivery staff when attending operational incidents.
16. The most common type of safeguarding referral for the previous year was attempted suicide, followed by mental health. There was one safeguarding referrals for hoarding in 2022-23; however there were hoarding Vulnerable Persons (VP) Folders created to support individuals across Cheshire. In 2022-23 there were 67 VPs specifically for hoarding that required additional intervention/support from the Service.
17. In addition to the 30 adult safeguarding referrals during 2022-23, there have been 218 VP Folders (either newly created or existing folders already created) that required further support from the Prevention department. This is an increase from 157 VP cases in the previous year.
18. VP Folders are established where safeguarding thresholds are not met, but further intervention or case management work by the Service is required. Of the VP folders established the most common causation was high risk smoking and lower-level hoarding issues. Other common reasons for VP Folder creation included lower-level self-neglect, and previous history of fire in the home, where the Service has attended multiple fires (more than one) at the same address. The VP folders are managed on a day-to-day basis by the Locality Safety Managers and Lead Advocates in each Unitary area.

## **Progress and Key Achievements**

19. Progress and key achievements implemented or maintained by the safeguarding leads for the Service in 2022-23 include.
20. The Safeguarding CYP Policy and Equality Impact Assessment have been updated to reflect changes to practices and to ensure that the documents provide clear expectations and guidance to ensure our statutory duty is adhered to.
21. Safer recruitment trained personnel have been deployed to all interview panels for staff vacancies relating to posts working with CYP and adults at risk.
22. Safer recruitment questions are included in interviews for posts that involve working with CYP and adults at risk.
23. All new wholetime Service Delivery personnel, inclusive of trainees, migration and Apprentice Firefighters received 1-day CYP and adult safeguarding input delivered by Prevention managers.

24. Prevention staff received refresher level 1 and level 2 safeguarding training commensurate with their roles.
25. Level 3 safeguarding training has been delivered to Prevention middle managers and all Group Managers to enable them to make and manage safeguarding referrals.
26. The Service Designated Safeguarding Leads (and other key staff) have attended the level 5 safeguarding children course. This course provided awareness on the key legislation and strategic considerations.
27. Our safeguarding Toolkit was published in December 2022 and is now in use throughout the Service. This includes a dedicated Safeguarding area on the Service intranet site with key contacts and a new streamlined safeguarding referral form.
28. The Fire Standards Board (FSB) Safeguarding standard self-assessment was completed.
29. Safeguarding is a standard agenda item for quarterly Group Manager meetings, to support a standardised approach for any out of hours safeguarding referrals and to learn from best practice.

### **Future Developments/Recommendations**

30. The team is exploring the opportunity to include a safeguarding theme in a Service Business Continuity/Crisis Management exercise.
31. The team facilitated a peer review of the FSB Safeguarding standards completed by North West Fire and Rescue Services and supported by the National Fire Chiefs Council.

### **Financial Implications**

32. The external training courses have been funded through existing Prevention Department budgets. This approach is likely to continue for future courses.

### **Legal Implications**

33. The Service has a legal responsibility to safeguard CYP and adults. The way it goes about fulfilling these responsibilities is summarised in this report.

### **Equality and Diversity Implications**

34. The Service discharges its duties and functions to all members of the community, including its safeguarding responsibilities, regardless of gender, age, marital status, gender reassignment, disability, pregnancy or maternity, race, religion or beliefs or sexual orientation.

## **Environmental Implications**

35. There are no environmental impacts as a result of this report.

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**BACKGROUND PAPERS: NONE**

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## CHESHIRE FIRE AND RESCUE

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 12<sup>TH</sup> JULY 2023  
**REPORT OF:** HEAD OF PREVENTION AND PROTECTION  
**AUTHOR:** LEE MCGARITY

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**SUBJECT:** PROSECUTIONS ANNUAL REPORT 2022-23

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### **Purpose of Report**

1. To present an update on Cheshire Fire Authority's (the Authority) prosecutions under the Regulatory Reform (Fire Safety) Order 2005 (the Order) during the financial year 2022-23.

### **Recommended that:**

- [1] the contents of this paper be noted; and
- [2] prosecutions remain on the Performance and Overview Committee future work programme for annual review.

### **Background**

2. The Order was introduced on the 1<sup>st</sup> of October 2006 and it had the effect of widening the range of premises that fire and rescue services had powers to inspect.
3. Depending on the seriousness of a regulatory breach, inspectors have a range of enforcement options available to them ranging from educate and inform, through to prosecution.

### **Prosecutions summary**

4. In the year 2022-23 Protection, supported by Legal Services and external solicitors, undertook three prosecutions. They were all successful (Appendix 1).
5. The Authority secured extensive press coverage, providing public reassurance about its regulatory effectiveness and sending a clear message of deterrent to other businesses.

6. There are currently seven cases in various stages of the prosecution process. These include three cases going to trial in the Crown Court and four cases with suspects under investigation.
7. Of the seven cases three of these commenced during the reporting year of 2022-23. The remaining four cases were brought before the last financial reporting period. In recent times Protection has seen a delay in getting Prosecutions into the court setting. This is mainly due to the backlog following the Covid Pandemic.

## **Financial implications**

8. Where the Authority successfully prosecutes cases, it may be awarded costs to cover its own solicitor's fees and staff time. The Authority maintains a prosecution reserve capped at approx. £300k (any additional costs are transferred to the general reserve). The reserve currently stands at £213,296.81 as of 31<sup>st</sup> March 2023. Expenditure for 2022-23 was £76,522.30.
9. The ongoing Beechmere prosecution is expected to be our most expensive prosecution. Due to the complexity of this case and the need for legal support the costs incurred will continue to increase.

## **Legal implications**

10. Adherence to legal requirements when undertaking prosecutions and investigations is vital in preserving the reputation of the Service. The aim is to guide, educate and assist commercial business owners to make their premises safe for users, employers and the wider community. The Service prosecutes only when appropriate and the prospect of success is high. More speculative or aggressive use of the Order in court could result in awards of costs against the Authority, reputational damage and resource implications which would affect the Service as a whole and not serve the interest of the public.
11. Protection staff undergo regular legal training to ensure the reputation of the Service is preserved by the appropriate use of the Order. Protection Office Managers are also trained to a higher degree to provide assurance on any Prosecution case file that is brought against a business.

## **Equality and Diversity implications**

12. Due to an increase in serious fires locally and nationally which involve certain types of fast-food outlets, officers have, over recent years, visited more of these businesses to help them reduce risk and comply with regulations. This, in the most high risk premises, has resulted in an increase in enforcement action issued to businesses which are frequently owned and

operated by members of Black, Asian and Minority Ethnic (BAME) communities. An Equality Impact Assessment for this work has been completed.

### **Environmental implications**

13. Effective enforcement reduces the risk of fire and therefore contributes to reduced emissions, water use and CO<sub>2</sub> associated with transporting and producing re-building products.

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**BACKGROUND PAPERS: NONE**

# Agenda Item 7, Appendix 1

## Prosecutions 2022-23

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### 2022

#### 1. Ashberry Healthcare Ltd (Heathercroft Care Home) – Warrington



#### **Care home company prosecuted for “unforgivable” fire safety failures**

The owners of a Warrington care home at which a 90-year-old resident accidentally set fire to himself while smoking have been fined more than £60,000 for serious breaches of fire safety regulations.

Ashberry Healthcare Ltd., which ran the former Heathercroft Care Home in Woolston until 2021, pleaded guilty to three counts of failing to comply with the Fire Safety (Regulatory Reform) Order 2005 at Warrington Crown Court on Tuesday (October 11th).

Cheshire Fire and Rescue Service brought the charges after firefighters were called to the home on May 21st 2018 by carers, who found Henry Robinson on fire in an outdoor smoking shelter. He died on the way to Whiston Hospital as a result of heart attack.

Inspecting officers found that an individual risk assessment to enable Mr Robinson to smoke safely had gone missing and was not available on the night of the fire. Their audit also uncovered two defects in the building’s ‘compartmentation’, potentially allowing smoke and flames to spread in the event of a fire.

Sentencing, Judge Jack McGarva said the decision to allow Mr Robinson to smoke unsupervised did not cause his death. However, he said it was “unforgivable” that deficiencies in a safe system of work led to it taking three minutes and 43 seconds for anyone to respond to him pressing the shelter’s call button.

He ordered the Hemel Hempstead-based company to pay a total of £62,000 in fines and costs of £17,500.

Welcoming the sentencing, Lee Shears, Assistant Chief Fire Officer for Cheshire Fire and Rescue Service, said: “This has been a very distressing case for the firefighters who attended the fire, the care staff at the home, ambulance crews and our inspecting officers. Our thoughts are with Mr Robinson’s loved ones.

“His final moments serve as a reminder to care providers of the importance of having in place – and, more importantly, following – detailed individual risk assessments for all residents who smoke. They are particularly vulnerable if they have mobility problems or are treated with emollient creams, which make skin, clothing and bedding highly flammable.

“We work hard to help care providers to understand their responsibilities when it comes to fire safety, but as this tragic case highlights there are serious consequences for failing to comply.”

## **2. Main Top Hotel (Hanson) – Halton**



The Halton & Warrington Protection team completed a successful prosecution. The owner of The Maintop Hotel was sentenced at Liverpool Crown Court on 28/04/2022 for serious breaches of The Fire Safety Order 2005.

Inspectors had previously identified that the premises was not suitable to be used as an HMO and a prohibition notice was served in 2019. The premises had no working fire alarm, poor compartmentation and no protected means of escape due to issues with fire doors. These deficiencies placed relevant persons at serious risk which is why the prohibition notice was served.

In 2020 it was identified that the owner of the premises had breached the prohibition notice and started to use the premises as an HMO despite not completing any of the necessary works outlined in the schedule of work which accompanied the notice.

The owner received a 12-month suspended sentence, £5000 fine, 35 days rehabilitation and 80 hours of unpaid work.

At sentencing Judge Garrett Byrne said that Hanson had 'put profit before safety'.

## **2023**

### **3. 149 Edleston Road (Colebounne & Oddies Bar Ltd) – Crewe**



#### **Suspended sentence for Crewe bar owner who breached fire safety regulations**

The director of a Crewe property comprising a bar, takeaway and flats has been given a six-month prison sentence, suspended for 18 months, after pleading guilty to serious breaches of fire safety regulations.

Christopher Colebourne, the sole director of Oddies Bar Crewe Ltd, pleaded guilty to seven counts of failing to comply with the Fire Safety (Regulatory Reform) Order 2005 at Chester Crown Court on Thursday (23 March).

Cheshire Fire and Rescue Service brought the charges after firefighters were called to a fire a kitchen shared by the two flats above the bar and adjacent Pizza Haven on Saturday 3 August 2019. The crews raised concerns about the ease with which smoke had spread throughout the escape routes serving the flats.

A fire safety officer identified serious fire safety deficiencies including failures:

- to take measures to reduce the risk of the spread of fire on the premises
- to ensure that the premises was equipped with appropriate fire detectors and alarms
- to ensure that people could evacuate the premises as quickly and safely as possible
- to ensure that the fire alarm and emergency lighting systems had been serviced by a competent contractor and tested locally.

Sentencing, Judge Simon Berkson, said: "This was a very dangerous premises that you were responsible for and a number of people were clearly put at risk. If that fire had taken hold it would have caused serious problems."

He ordered Mr Colebourne to be sentenced to six months in prison, suspended for 18 months and undertake a 35-day rehabilitation order and 150 hours unpaid work. He also ordered him to pay a £700 fine and £7,000 costs to Cheshire Fire and Rescue Service.

Welcoming the sentencing, Lee Shears, Assistant Chief Fire Officer for Cheshire Fire and Rescue Service, said: "This case shows how our firefighters and fire safety teams work together to keep our communities safe. Had the fire spread that day it could easily have put the occupants at risk of death or serious injury.

"We work hard to help business owners to understand their responsibilities when it comes to fire safety, but as this case highlights, we will not hesitate to pursue prosecution if they fail to comply. Fire safety must be taken seriously."

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE & OVERVIEW COMMITTEE  
**DATE:** 12<sup>TH</sup> JULY 2023  
**REPORT OF:** HEAD OF SERVICE IMPROVEMENT  
**AUTHOR:** GM AARON COLLIS

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**SUBJECT:** HMICFRS 2021 INSPECTION ACTION PLAN  
CLOSEDOWN

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### Purpose of Report

1. To inform the Performance and Programme Board that final progress has been made against the Action Plan created in response to the identified 'Areas for Improvement' (AFI) from the 2021 HMICFRS inspection report relating to Cheshire Fire and Rescue Service (CFRS).

### Recommended: That

- [1] the contents of the action plan are noted.
- [2] Members agree the closedown of the action plan with the three open items to be monitored alongside the action plan that will be developed in response to the report issued following the 2023 inspection.

### Background

2. The Action Plan was last considered by the Performance and Overview Committee on the 23<sup>rd</sup> of November 2022. Significant progress was made in preparation for the Service's third inspection by HMICFRS which took place in March 2023. An updated version of the Action Plan is included as Appendix 1 to this report.
3. The Action Plan included identified measures of success and evidence for each 'Area for Improvement' (AFI). The Service Improvement department has tracked the progress against each AFI which has allowed CFRS to provide positive evidence to HMICFRS during the latest inspection.
4. The Action Plan also included 'suggestions' for improvements based on comments of lesser significance in the HMICFRS report. Progress has also been made against these suggestions and they have been tracked in the same way.

## **Information**

5. The Service received its 'Hot Debrief' from HMICFRS in April 2023. Whilst this did not provide graded judgements or explicit confirmation that AFIs have been satisfied, early indications were that inspectors were pleased with the progress made in most areas with exception of the AFI around operational learning and debriefing. Inspectors reported that they found this area required further refinement to improve consistency.
6. It is anticipated that HMICFRS' report relating to the 2023 inspection will be published by August 2023. A new Action Plan pertaining to any AFIs will be produced following this publication. It is proposed to monitor any outstanding matters from Round 2 alongside the Action Plan relating to the 2023 inspection.

## **Financial Implications**

7. None.

## **Legal Implications**

8. None.

## **Equality and Diversity Implications**

9. None.

## **Environmental Implications**

10. None.

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**BACKGROUND PAPERS: NONE**

### **APPENDICES:**

Appendix A – HMICFRS Action Plan



**HMICFRS INSPECTION 2021 ACTION PLAN**

**Version Number:** 9

**Date:** 26<sup>th</sup> June 2023

**Part 1:** Areas for Improvement

Pillar: Effectiveness						Page no. in report: 9
1.1. AFI: Understanding the risk of Fires and other Emergencies: The Service should ensure that Fire Control have direct access to relevant and up-to-date risk information.						
No.	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
1	Enable NWFC to access to Firecore/MDT software	Evidence that NWFC can easily access risk information (1.1.6)	<p>Following consultation with another regional FRS who has received this AFI (Lancashire), we are satisfied that NWFC holds all the risk information required to mobilise resources effectively and safely. This includes:</p> <ul style="list-style-type: none"> <li>• High rise premises and their default evacuation strategies</li> <li>• Premises with specific hazards such as COMAH premises</li> <li>• Premises with known arson threats</li> <li>• Premises with known violent or hostile occupiers</li> <li>• Premises with other occupancy hazards e.g., hoarding, oxygen users</li> <li>• Entry door codes and access details</li> <li>• Markers or 'hazard zones' which may impact FRS response, added following receipt of confidential information from NILOs in other agencies</li> </ul> <p>This risk information is updated using our gazetteer software five times a week to ensure the provision of accurate and up to date information. Where there is a need for risk information to be added to a premises outside of business hours, a procedure is also in place to allow this to be added with fire control directly until such time that it can be updated in the gazetteer.</p>	Tony Hughes / Tony O'Dwyer	Jul 2022	Complete

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# Cheshire

## Fire & Rescue Service

			<p>The operating model for the regional control centre does not allow, or necessitate, control operators accessing the SSRI information in its full format. This information is provided to operational commanders via our MDTs and is designed for their use in operational decision making at the scene of an incident.</p> <p>A letter outlining our position in relation to this AFI was provide to HMICFRS in February 2023.</p>			
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Pillar: Effectiveness						Page no. in report: 12
<b>1.2 AFI: Preventing Fires and other Risks:</b> The Service should improve how Safe and Well (S&W) visits are targeted to individuals that are most at risk or are harder-to-reach and how information gathered during visits is used.						
No.	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
1 (pg13)	Review how we utilise information gathered during visits to inform future visits.	Evidence of service using activity to inform and adapt its prevention plan (1.2.1).	<p>Prevention and operational staff utilise the information gathered during visits to manage vulnerable person (VP) cases and ensure referrals to relevant partner agencies where appropriate. This information is recorded in our SAFFIRE software which holds details of all S&amp;W visits completed. The Service currently has 889 VP cases on file, of which 91 are currently requiring ongoing involvement from CFRS.</p> <p>Future Focus: To further improve the way information, development work is taking place in SAFFIRE to include a risk score which will be produced following all visits based on the information and occupancy characteristics which are observed. This will allow the service to determine a re-visit frequency specific to that address and occupier, ensuring a systematic and standardised approach. It is expected that this development work will be concluded in September 2023.</p>	Duncan Palin / Steve McCormick	Sep 2023	Complete
2 (pg13)	Review the targeting methodology for	Evidence of a S&W methodology which uses data and	Since the last inspection the Service has completed a detailed and evidence-based review of its targeting methodology and significantly expanded our approach to include 'New Cheshire Data'. Using our own data, particularly	Duncan Palin / Steve McCormick	Mar 2022	Complete



# Cheshire

## Fire & Rescue Service

	<p>Safe and Well visits to ensure it targets high-risk groups.</p>	<p>information to ensure it is focused on those most at risk (1.2.1).</p>	<p>relating to serious injury fires, our offering was expanded to include additional occupancy characteristics who are also at significant risk. These include lone person households and those with disabilities under the age of 65 which are targeted using an Experian MOSAIC dataset. This approach compliments our use Exeter data to target the S&amp;W offering at residents over the age of 65.</p> <p>Future Focus: The Service is looking to introduce a new dataset during 2023 called CIPHA. This will amalgamate our targeted approach for all age ranges and use real-time health data from NHS partners. Ultimately, the SAFFIRE development work will allow us to merge the post-visit risk score and CIPHA data to provide an overall view of risk at UPRN level. This will also be delivered in late 2023.</p>			
<p>3 Page 117 (pg)</p>	<p>Review the vulnerable person processes to ensure they are fit for purpose</p>	<p>Evidence of processes which effectively identify and safeguard vulnerable persons (1.2.4).</p>	<p>A revised Safeguarding E-learning package was introduced in 2021 which has been completed by 97% of operational staff and 85% of non-operational staff. This is accompanied by a revised Safeguarding toolkit which will be launched across the service in quarter 3 to coincide with adults safeguarding week campaigns.</p> <p>A quality assurance process is in place whereby the Lead Advocate will review and sign off individual 'Hazard Reduction Plans' before they are issued to an occupier and/or partner agencies.</p> <p>The revised Safeguarding Toolkit was launched in December 2023.</p>	<p>Duncan Palin / Steve McCormick</p>	<p>Dec 2022</p>	<p>Complete</p>



# Cheshire

## Fire & Rescue Service

Pillar: Effectiveness						Page no. in report: 12
1.2. AFI: Preventing Fires and other Risks: The service should ensure it quality assures its prevention activity, so staff carry out Safe and Well visits to an appropriate standard.						
No.	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
1 (pg13) Page 118	Review the quality assurance process for S&W activity.	Evidence of S&W visits being quality assured to ensure they are effective in reducing risk (1.2.1).	<p>The Service has reviewed and re-launched its quality assurance framework for Prevention activity which includes a co-ordinated annual schedule for the QA of activity across all outputs (including S&amp;W visits, youth interventions, road safety delivery and the handling of vulnerable person files). Where appropriate these include an assessment of compliance with data handling and confidentiality requirements. QA activity is recorded on the Cheshire Planning System (CPS) and scrutinised by the Locality Safety Managers.</p> <p>Operational staff are audited by a prevention specialist delivering S&amp;W visits as part of the SPOA (station performance and operational assurance) process.</p> <p>The Prevention department also engages in an accreditation scheme against ISO standard 9001 which includes a quality policy which is applied to all activity within the department. This provides an additional layer of external scrutiny to ensure departmental processes promote a culture of continuous improvement.</p>	Duncan Palin / Steve McCormick	Dec 2022	Complete



Pillar: Effectiveness						Page no. in report: 19
1.4. AFI: Responding to Fires and other Emergencies: The service should ensure it has an effective system for learning from operational incidents.						
No.	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
1 <small>(pg20)</small>  Page 119	Review the Structured Debrief process	Evidence of the service consistently evaluating operational performance and using this learning to improve response and incident command (1.4.7).	<p>The service has an Operational Learning Group (OLG) which meets monthly to review issues identified from a range of sources. These include Ops Debrief returns, learning from national incidents, incident command audit themes, Ops Discretion events and structured debriefs.</p> <p>The OLG terms of reference, minutes and action tracker have been reviewed and a new tracker introduced to ensure that areas of learning identified are thoroughly recorded and monitored to ensure that actions are completed.</p> <p>Following each structured debrief a document is issued to all operational staff via PDR Pro summarising the learning and outcomes. This includes a more detailed PowerPoint presentation which watches are encouraged to read through and use to facilitate tabletop exercises allowing wider learning from each event.</p> <p>A quarterly 'Ops Learning Bulletin' is now also issued to all operational staff to highlight key learning points identified by the OLG. This is published via the new Operational Learning Hub on the intranet and covers:</p> <ul style="list-style-type: none"> <li>• Level 1 and 2 fire ground audits</li> <li>• operational training and exercises</li> <li>• structured debriefs</li> <li>• Operational Learning Platform submissions</li> <li>• NFCC National Operational learning (fire sector)</li> <li>• Joint Organisational Learning (JESIP)</li> <li>• National Resilience Assurance Team (NRAT) updates.</li> </ul>	Jon Caulfield / Tony O'Dwyer	Dec 2022	Open



# Cheshire

## Fire & Rescue Service

			Following the services, Round 3 Hot Debrief it is recommended that this action is carried forward to the next action plan to ensure that the improvements made to date continue to be fully embedded.			
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<b>Pillar: Efficiency</b>	<b>Page no. in report:</b>
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<b>2.1. AFI: Making Best use of Resources:</b> The Service should ensure the corporate ownership of business continuity at North West Fire Control (NWFC) and that all staff understand the arrangements and their associated responsibilities.	<b>26</b>
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No.	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
<b>1</b> (pg26) Page 120	Conduct regular training sessions with staff from both CFRS and NWFC in relation to business continuity and fall-back arrangements to secondary control.	Evidence of the service testing its fallback arrangements at an appropriate frequency (2.1.7).	<p>NWFC have a detailed business continuity plan covering a range of scenarios. The document was last reviewed in Feb 2022.</p> <p>NWFC undertakes a fall-back mobilising exercise at the control room on a twice-yearly basis, the last of which occurred in Oct 2022. These exercises simulate a failure of the IT software and a reversion to manual mobilising.</p> <p>Resilience tests with each of the four buddy FRS controls are completed by each watch on an annual basis (four yearly per FRS) which tests the application of Op Willowbeck call re-distribution with our partners (LFB, West Midlands, Warwickshire and Northamptonshire).</p> <p>NWFC formally debriefs all these fallback events and collates learning to inform future events. We have seen detailed evidence of these debriefs.</p> <p>A controlled evacuation to the secondary fire control facility took place on 14<sup>th</sup> February 2023. This included:</p> <ul style="list-style-type: none"> <li>Operating the NWFC function from the standby control room for approximately 12 hours</li> </ul>	Tony Hughes / Tony O'Dwyer	Feb 2023	<b>Complete</b>





# Cheshire

## Fire & Rescue Service

			<ul style="list-style-type: none"> <li>Engaging with all stakeholders to ensure they were prepared for the controlled evacuation and all services operated correctly including: Ops Support, Telnet, GMFRS &amp; G10, ICT, Buddy Controls (LFB, West Midlands).</li> <li>Testing and adapting NWFC's ways of working for an evacuation of the primary fire control site</li> </ul> <p>Learning and good practices have been identified from this test. Moving forward, NWFC have committed to testing these arrangements on a bi-annual basis.</p>			
2 (pg28) Page 121	Create a methodology for regularly and directly reviewing the business continuity plans for Fire Control.	Evidence of a process to review and update the BC plans at an appropriate frequency (2.1.7).	<p>A business continuity management group has been established at NWFC and met for the first time on 12<sup>th</sup> October 2022. This group now meets bi-monthly to provide assurances to each of the FRSs around resilience and BCM in the control room.</p> <p>Officers have undertaken a review of the NWFC business continuity plan BCI (Business Continuity Institute) principles. This will be completed on an annual basis to ensure corporate ownership of the risk by CFRS and provide assurance that the plans are fit for purpose and reflect any changing risks.</p>	Tony Hughes / Tony O'Dwyer	Nov 2022	Complete

Pillar: Efficiency						Page no. in report: 29
<b>2.2. AFI: Making the Fire and Rescue Service Affordable Now and in the Future:</b> The Service needs to ensure that it has a robust and comprehensive fleet strategy which is regularly reviewed and evaluated to maximise potential efficiencies.						
No.	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
1 (Pg30)	Review and update the fleet strategy to provide more detail including overall objectives and	Evidence of a fleet strategy which is directly linked to and supports future service provision (2.2.4).	<p>A detailed fleet strategy has been written which includes the following:</p> <ul style="list-style-type: none"> <li>Overview of function and departmental structure</li> <li>Fleet profile</li> <li>Links to financial planning and the CRMP process</li> <li>Vehicle life and management strategy</li> <li>Environmental considerations</li> </ul>	Phill Cooper / Tony O'Dwyer	Nov 2022	Complete



# Cheshire

## Fire & Rescue Service

<p>targets, expected performance levels and service standards, and how the service measures success and achievements. This will provide opportunities to identify areas for improvement.</p>		<ul style="list-style-type: none"> <li>A detailed long term vehicle replacement programme for front line appliances</li> </ul> <p>This document has been approved by SLT in November 2022.</p>			
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Page 128

Area People						Page no. in report:
<b>3.1. AFI: Promoting the Right Values and Culture:</b> The service should ensure staff are appropriately trained and up to date in relation to health and safety.						34
No.	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
1 <small>(pg35)</small>	Develop a health and safety training strategy to deliver health and safety refresher training to all staff	Evidence of training which ensures H&S procedures are effective and well understood by all staff (3.2.2 supporting 3.1.4).	<p>A mandatory E-Learning package to provide H&amp;S awareness and training to all CFRS employees has been launched and had been completed by 92% of staff as of March 2023. This supplements H&amp;S information provided to all employees as part of their initial induction training when they first join the organisation and will ensure ongoing maintenance of H&amp;S awareness for all staff.</p> <p>The service continues to use IOSH to upskill those with line management responsibilities and has run a number of IOSH initial courses during Q4. Further courses are planned throughout 2023.</p>	Stephen Hulse / Tony O'Dwyer	Feb 2023	Complete



# Cheshire

## Fire & Rescue Service

		<p>Additionally, an IOSH refresher programme has been launched which now all managers are required to re-validate their H&amp;S knowledge on a 5-yearly basis. 76 managers have already been refreshed during Q4 with a further 7 courses planned for the remainder of 2023 to ensure all line managers receive this refresher training (unless recently promoted and have recently completed the full IOSH initial).</p> <p>All IOSH refresher courses are now recorded on employee training records in HR Pro.</p>			
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<b>Area: People</b>	<b>Page no. in report:</b>
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<b>3.4.7.6 FI: Managing Performance and Developing Leaders:</b> The service should improve all staff understanding and application of the performance development review process	<b>41</b>
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No	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
1 (pg41)	Improve staff understanding and application of the appraisal process.	Evidence of the service assessing and developing individual performance of all staff (80% target) (3.4.1).	<p>The L&amp;D team delivered a series of workshops during April and May 2022 to reinforce the value and importance of appraisals as a means of supporting performance, wellbeing and career development. 150 managers received this training. This resulted in a significant improvement for 2022/23 with 89% of staff successfully engaging in the process and having an active appraisal for the 22/23 performance year. This comprised of the following staff groups:</p> <ul style="list-style-type: none"> <li>Ops Wholetime – 92%</li> <li>Ops On-Call – 88%</li> <li>Green Book Fire Staff – 84%</li> </ul> <p>For 2023/24 the appraisal process has now been fully automated in PDR Pro and consists of a simplified template and workflow for managers to use. Much of the feedback around the process centred around how user friendly the previous forms were and the volume of work this generated for managers. It is hoped this advancement in technology will improve user experience and further increase engagement rates with the process during the coming year.</p>	Victoria Wraxton / Carmine Rabhani	June 2023 (allowing time following go-live of new system)	<b>Complete with Ongoing Progress</b>



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Pillar: People						Page no. in report: 41
3.4. AFI: Managing Performance and Developing Leaders: The service should put in place a system to actively manage staff careers, with the aim of diversifying the pool of future and current leaders.						
No.	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
1	Widen support for non-operational staff looking for career progression into leadership roles	Evidence of the service actively managing career pathways of all staff (3.4.2).	<p>In July 2022 a focus group was conducted to understand the type of development that would support non-operational staff development and progression into leadership roles. This, coupled with the HMICFRS feedback, has prompted the development of a campaign called “Wider Horizons” which comprises of two elements which are:</p> <ol style="list-style-type: none"> <li>1. A Job Family and Career Pathways directory for non-operational roles to raise awareness of opportunities across the service and to support discussions around career planning, progression and development particularly during the appraisal process. This directory has been developed with direct input from people in the roles to provide an accurate insight.</li> <li>2. Several bespoke career development events delivered to all green book staff in early 2023 which provided an opportunity to formally launch the career pathways directory and a range of interactive and engaging carer planning sessions, highlighting the opportunities available for progression and how the Service can help staff achieve their goals. This also included panel discussions from non-operational staff who had, through development, progressed to more senior positions in the Service.</li> </ol> <p>All managers with line management responsibility for green book staff have received a briefing on the campaign to enable them to intrude this into personal development and appraisal conversations.</p>	Victoria Wraxton / Carmine Rabhani	Feb 2023	Complete

(pg36  
41.4)  
Page 124



# Cheshire Fire & Rescue Service

<p>2 (pg41 - 42)</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 125</p>	<p>Undertake a review to ensure promotion processes are fair, transparent and have more tangible links to on the job performance.</p>	<p>Evidence that staff think that the selection and promotion process is fair (3.4.4).</p>	<p>The service completes a feedback and evaluation process involving all candidates that have engaged in promotion processes. This is done formally on an annual basis and changes to the process are made based on feedback. After the 2021 survey the following changes were made:</p> <ul style="list-style-type: none"> <li>• Improvements made to further support neuro-diverse applicants.</li> <li>• Further guidance provided on submission of evidence and its suitability;</li> <li>• Workshops rolled out for managers to provide guidance on endorsing and supporting application forms;</li> <li>• Mandatory interview training for all panel members – including unconscious bias training;</li> <li>• Personalised feedback now offered to unsuccessful candidates at application stage;</li> <li>• Learning &amp; Development interview workshops are now tailored to the NFCC Framework and Code of Ethics in relation to interview questions; and</li> <li>• Interview questions are printed out and given to the candidate during the interview and each now states which element of the NFCC framework or Code of Ethics it falls under to provide further clarity to the interviewee.</li> </ul> <p>The annual survey, to date, has provided extensive evidence that staff think that the promotional processes are fair and follow an established and recognised process. This includes moderation at each stage of the process and scoring and assessment by multiple managers. To eliminate any surprise and to improve preparation for promotion processes, Learning &amp; Development have designed and delivered a number of workshops to staff on what to expect during the process. Guidance documents have also been produced to enhance transparency and understanding of the process. Upon completion of the process, feedback is routinely offered to candidates whether they have been successful or unsuccessful.</p> <p>Following conclusion of the Autumn 2022 Promotion boards, a survey has been circulated to all staff who have been involved in either a temporary or permanent</p>	<p>Zoe Garland / Carmine Rabhani</p>	<p>Feb 2023</p>	<p>Complete</p>
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# Cheshire

## Fire & Rescue Service

			promotion process. The survey seeks direct feedback on the transparency, fairness, process, and timescales associated with promotion processes. Notably the 2022 survey saw a significant improvement in staff who perceive the process to be fair and transparent, increasing to 63% from 35% in 2021.			
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**HMICFRS INSPECTION 2021 ACTION PLAN**

**Version Number:** 9

**Date:** 26<sup>th</sup> June 2023

**Part 2:** Narrative Suggestions

Pillar: Effectiveness						Page no. in report:
1.2. Suggestion: Preventing Fires and other risks						12
No.	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
1 <small>(pg14)</small> Page 127	Evaluate the Road Safety contract in Cheshire East.	Evidence of the service effectively working with partners to reduce the number of people KSI (1.2.5).	A detailed evaluation report is now produced on an annual basis to assess the effectiveness of the Cheshire East Road Safety contract. This is presented to Performance and Overview Committee and contains a summary of quantitative outputs (against the contract specification) and a range of qualitative feedback including pre and post engagement questionnaires which school participants fill in, allowing to assess if the input we provide is effective in changing behaviour.	Duncan Palin / Steve McCormick	Dec 2022	Complete

Pillar: Effectiveness						Page no. in report:
1.4. Suggestion: Responding to Fires and other Emergencies						18
No.	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
1 <small>(pg20)</small>	Consider increasing the scope of NWFC staff	Evidence of activity which improves training and operational learning	NWFC continue to have limited involvement in the service's command training and assurance activities. The service has completed a two marauding terrorist attack (MTA) no-notice exercises to test the control room's response to this type of incident (Ex Bi-Polarity).	Tony Hughes / Tony O'Dwyer	Feb 2023	Open



# Cheshire

## Fire & Rescue Service

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<p>involvement in the service's command, training, exercise, debrief and assurance activities</p>	<p>for NWFC staff (1.4.7 and 3.2.2 supporting 1.4.2).</p>	<p>We have also involved NWFC in the testing of our 'Immediate Building Evacuation' (IBE) high rise procedure. This involved large exercise in January 2023 which included live 999 callers allowing us to robustly test the application of the communications procedure from the control room to evacuation teams (Exercise Kirkby). Whilst there have been some exercises completed, the Service should look to increase this number.</p> <p>NWFC involvement in structured debriefs continues to be limited due to constraints around staff availability and the ability to release Team Leaders from the Control Room to attend. It has been agreed in future that all structured debriefs will be held at North West Fire Control, on a day where the team/watch on duty will be available. It is hoped this will facilitate increased engagement of NWFC staff in the debriefing process.</p> <p>This action is to be left open for further review.</p>			
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Pillar: Effectiveness						Page no. in report: 21
1.5. Suggestion: Responding to Major and Multi-agency Incidents						
No.	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
1 <small>(pg22)</small>	Consider how the service can review the information it exchanges with neighbouring services more frequently.	Evidence that staff can access accurate and up-to-date risk information within neighbouring FRS areas (1.4.3).	We have reviewed our methodology for this although in the absence of all neighbouring FRSs using the same software application to store and manage risk information, ensuring 100% currency of SSRI files is difficult to achieve. When a neighbouring FRS uploads an updated SSRI to Resilience Direct, a notification is sent to officers in CFRS; the file is subsequently uploaded to our SC Response software to enable CFRS crews to access them via MDTs. This process is reliant on neighbouring FRSs regularly reviewing and checking the accuracy of the SSRI files stored on Resilience Direct.		Feb 2023	Complete





# Cheshire

## Fire & Rescue Service

			To provide information to our neighbouring FRSs a monthly report is run to confirm if changes have been made to any Cheshire SSRIs within 10km of the border. Where necessary, updated SSRIs are uploaded to Resilience Direct allowing other FRSs to update their own systems and MDTs with this information.			
2 (pg22)	Create a structured cross-border exercise programme. Extend the formality of locally led exercises	Evidence of a joint exercise programme which tests response arrangements with each of the 6 bordering FRS (1.5.3).	Cross border exercising is now monitored as a CAP using the Cheshire Planning System. All watches are required to locally arrange an exercise with an OTB station at least once in every 12 month. Between April 2022 and February 2024, there were 54 cross border exercises completed.  Centrally, the OATT team who plan large scale and multi-agency exercises involve neighbouring FRSs where the location of the exercise is likely to require a cross border response.	Gareth Scott / Steve Barnes	Feb 2023	Complete
3 (pg23)	Provide evidence that the service consistently follows the JESIP principles	Evidence that all staff are sufficiently prepared to respond to multi-agency incidents, including those of an MTA nature (1.5.4).	The service continues to provide JESIP input as part of its WM7 and SMMI training programmes. Interoperability is tested as an integral part of command assessments at all levels.  Reality testing during SPOA audits is indicating that managers have a good understanding of JESIP and major incident procedures, and most commanders can explain how they would respond to an undeclared MTA incident.	Tony Hughes / Tony O'Dwyer	Sep 2022	Complete

<b>Pillar: Efficiency</b>						<b>Page no. in report: 26</b>
<b>2.1. Suggestion: Making Best use of Resources:</b>						
No.	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
1 (pg26)	We are interested to see how the service	Evidence that the service allocates financial resources	The PBB process is now well established in the organisation and is being used again by Heads of Department (HoDs) to formulate budgets and plans for the 2023/24 financial year. It will be important for HoDs to be able to evidence to	Paul Vaughan	Sep 2022	Complete



# Cheshire

## Fire & Rescue Service

	realises the full potential of priority-based budgeting.	using rationale which is clearly linked to the IRMP. Financial controls which support the appropriate use of public money (2.1.3).	HMICFRS during interviews that the process is used to influence departmental decision making and directly linked to the allocation of resources.			
2 (pg28) Page 130	Demonstrate improvements following the review of the way CFRS works with NWFC.	Evidence that the service comprehensively monitors, reviews and evaluates the benefits of this collaborative activity (2.1.6).	NWFC has a strategic steering committee attended by its board of directors and Chief Officers of the four partner FRSs; this forum provides a high-level scrutiny of the control rooms performance. Additionally, the service now monitors performance as part of the quarterly performance cycle. A few indicators (including time to answer 999 calls, and call handling times for life risk incidents) are reported to the Performance and Overview Committee. Officers regularly meet with NWFC managers to discuss this performance and understand the reasons behind any emerging trends.	Aaron Collis / Tony Hughes / Tony O'Dwyer	Sep 2022	Complete

Area: People						Page no. in report: 35
3.1. Suggestion: Promoting the Right Values and Culture						
No.	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
1 (pg35)	Ensure continued visibility and availability of mental health support and education across the Service.	Evidence that the service has effective wellbeing policies which are understood by staff (3.1.3).	The service has continued to promote mental health awareness with a range of highly visible campaigns and events such as Mental Health Day. These continue to be used by senior leaders to demonstrate our ongoing commitment in this area. A mosaic sponsored by the Mental Health Steering Group has been designed and created and is now visibly hung on the wall in the training centre as a continued reminder of the support and commitment across the service. The service has also continued to increase its offering of TRiM, Mental Health First Aid, and a suicide prevention toolkit was launched in Summer 2022 which was supported by a suite of suicide prevention workshops.	Andrea Harvey	Sep 2022	Complete



# Cheshire

## Fire & Rescue Service

			The Mental Health Advisor remains visible and conducts mental health MOTs in a structured programme of station visits. This is in partnership with the Service's Fitness Advisor undertaking physicals and fitness tests. This is raising the profile of mental health and encouraging the same level of parity between mental and physical health.			
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<b>Area: Effectiveness / People</b>	<b>Page no. in report:</b>
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<b>1.2. Suggestion: Preventing fires and other risks</b> <b>3.2. Suggestion: Getting the Right People with the Right Skills</b>	<b>36</b>
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No.	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
<b>1</b> <small>(pg36)</small> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 1 of 1</span>	Undertake a review to identify what aspects of prevention training requires improvement and to identify which staff groups do not have full access to training.	Evidence that staff are appropriately trained for their role and that the service ensures its teams have the right mix of skills and capabilities (3.2.2).	<p>The service continues to provide detailed prevention training when employees join the organisation. This is included within induction processes and recruit courses for operational staff.</p> <p>Specialist prevention staff have undertaken a range of additional training this year including courses on advanced safeguarding, complex dependencies and fire setter awareness.</p> <p>A programme of training to refresh all operational staff in Safe &amp; Well delivery has commenced. Phase 1 is in progress and provides input on the new tablets and Saffire with the aim of improving data quality and consistency. Phase 2 will analyse areas for improvement identified in the new quality assurance process in order to develop a qualitative training programme to improve the contents of Safe and Well delivery, specifically around health elements.</p> <p>This action is to be left open for further review once there is evidence of the Phase 2 being delivered.</p>	Duncan Palin / Steve McCormick	Feb 2023	<b>Open</b>



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Area: People						Page no. in report: 37
3.3. Suggestion: Ensuring Fairness and Promoting Diversity						
No.	Action to be taken	Measure of Success	Evidence Review and Outstanding Actions	Action Lead	Target Date	Status
1 <small>(pg36)</small> Page 132	Develop plan to improve diversity within recruitment with specific emphasis on addressing the under-representation of female and BAME staff in the workforce.	Evidence of the service exploiting opportunities to ensure its workforce better reflects the community it represents (3.3.3).	<p>The dedicated positive action group has been merged into the Attraction and Recruitment Working group, ensuring that positive action is considered as an integral part of the recruitment process. A meeting takes place monthly and has minute evidence. A standing item to discuss positive action has also been introduced within the Equality Steering Group.</p> <p>Action this year has included:</p> <ul style="list-style-type: none"> <li>• Newly designed 'One team, many superpowers' campaign and promotional material;</li> <li>• A specific social media campaign which used targeted advertising for females and BAME residents both in and outside of Cheshire; and</li> <li>• Action to maintain contact and provide ongoing coaching to female applicants who don't pass practice tests or interview with the aim of supporting a future application.</li> <li>• Specific high profile positive action campaigns in advance of Wholetime recruitment campaigns.</li> </ul>	Mark Shone/Zoe Garland	Dec 2022	Complete
2 <small>(pg41)</small>	Develop a plan to target diverse groups for middle and senior management roles and	Evidence that the service engages with under-represented groups to remove disproportionality and promote fair and	<p>There continues to be no formal strategy to recruit into middle and strategic roles through direct entry. This is because we are awaiting the results of the ongoing national pilot for SM and AM direct entry. The service is not progressing this internally until the outcomes of the pilot are clear.</p> <p>However, it should be noted that the recent CFO vacancy was open to applicants from a non-operational background who held the necessary professional skills</p>	Andrea Harvey/ Mark Shone	Sep 2023	Complete



# Cheshire

## Fire & Rescue Service

explore viability of a Direct Entry Scheme	open opportunities for all (3.3.4).	and experience. Several other SLT roles including the Head of People and Head of Communications roles have been filled with green book staff via direct external recruitment to these senior positions.			
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## ANNUAL ROAD SAFETY REPORT 2022-23

The 1988 Road Traffic Act places a statutory duty on the local authorities to deliver an appropriate road safety education service and for the provision of a safe local road network. Cheshire Fire and Rescue Service (the service) have a statutory duty to respond to and rescue people from road traffic collisions.

The Service recognises the importance and ability we have to support local authorities and primary partners to reduce the number of people who are killed and seriously injured on our roads. The Service proactively support prevention activity in this area and aim to reduce the exposure of firefighters to the traumatic scenes they often face at road traffic incidents.

This report summarises the targeted road safety activities of the Service across Cheshire West & Chester, Cheshire East, Halton and Warrington (the Service Area) during 2022/23. These are delivered in support of the multi-agency road safety plans of the local authorities and Cheshire Police and are designed to reduce road traffic collisions, deaths, and injuries.

### **Data Analysis**

During 2022/23 a total of 390 road traffic collisions required the attendance of The Service. This was a 3.6% increase on the 2021/22 totals. 28% of these collisions (110) required The Service to perform an extrication of a casualty at the scene (an extrication is where the casualty is physically, medically or physically and medically trapped in a vehicle).

2022/23 collisions broken down into unitary areas is illustrated below

<b>Unitary</b>	<b>Collisions</b>	<b>Percentage %</b>
Cheshire East	160	41%
Cheshire West & Chester	132	34%
Warrington	66	17%
Halton	32	8%

Data Performance dashboard (Firecore)

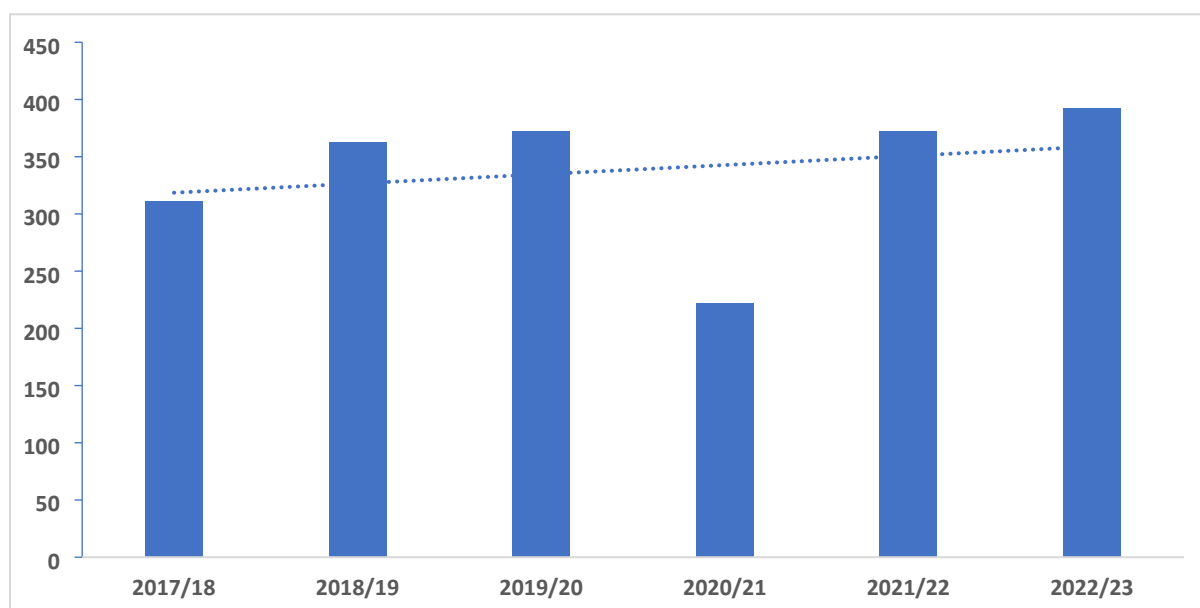
Over the previous four years 2019-22, data indicates that fatal incidents have reduced by 40% but serious injuries have increased by 14%.

This data (provided by Road Safety Support) shows that the four main road users risk groups in Cheshire are, car occupants 35%, motorcyclist 26%, cyclist 16% and pedestrians 15%. The four road user groups account of 92% of all Cheshire's reported KSI's (the majority of the remaining 8% is made up of commercial vehicles).

## Killed & Serious Injury Data for Cheshire 2019-2022

Unitary Area	2019			2020			2021			2022		
	Killed	Seriously Injured	Total	Fatal	Seriously Injured	Total	Fatal	Serious	Total	Fatal	Serious	Total
CHESHIRE EAST	18	102	120	15	99	114	16	102	118	8	136	144
CHESHIRE WEST AND CHESTER	9	81	90	9	89	98	6	116	122	5	101	106
HALTON	3	31	34	1	21	22	1	17	18	3	28	31
WARRINGTON	5	50	55	5	47	52	4	54	58	5	43	48
<b>Grand Total</b>	<b>35</b>	<b>264</b>	<b>299</b>	<b>30</b>	<b>253</b>	<b>283</b>	<b>27</b>	<b>289</b>	<b>316</b>	<b>21</b>	<b>308</b>	<b>329</b>

## Road Traffic Incidents attend by Cheshire Fire and Rescue Service 2017/18 – 2022/23



The following are the mainstream road safety activities that The Service delivers:

### **Service Delivery – Operational Crews**

#### **Summer road safety events (1st – 31st July)**

Each station is tasked with arranging, managing, and delivering one in-person event using local knowledge and/or data to target vulnerable road users; cyclists, pedestrians, motorcyclists, and young drivers, with such events being run in conjunction with other agencies, partners, or departments where appropriate.

Stations were supported with bespoke information to enable them to utilise the Service's social media accounts to promote our key safety messages.



The target is one event per Whole-time/Day Crew/Nucleus station

Area	Target No. of events	Actual
Halton	2	2*
Warrington	4	4*
Cheshire West & Chester	4	4*
Cheshire East	4	4*

**NOTE: \*Targets achieved through social media activity and physical activity**

#### **All year round - additional road safety activity**

This activity is designed to address local needs arising from use of data and intelligence received from local authorities, Cheshire Police or our internal Business Intelligence team. This activity is designed to target vulnerable road users and is bespoke to the local issues in that area..

The target is one event per Whole-time/Day Crewed/Nucleus team

Area	Target No. of events	Actual
Halton	7	8*
Warrington	12	14*
Cheshire West & Chester	12	14*
Cheshire East	8	9*

**NOTE: \*Targets achieved through social media activity and physical activity**

#### **TyreSafe winter driving events - October**



The Service fully supports TyreSafe in its vision for safety on the roads and has worked in partnership with TyreSafe for over eleven years. The Service delivers advice on tyre safety issues to the motoring public and raises awareness about the dangers associated with defective or illegal tyres which cause more incidents of injury than mobile phone use.

The Service and local authority road safety teams have held winter driving events across the Service area at local shopping centres, supermarket car parks, garden centres and at station car wash events.

Drivers would be offered the opportunity to have their vehicles checked in readiness for winter, receiving information and physical checks as below:

- Driving in adverse weather conditions
- Tyre checks with information on tread depth and overall condition
- Given ice scrappers and tread depth gauges to self-test tyres
- Screen wash if required.

In addition to the direct engagement, this year teams have utilised their social media accounts with bespoke media messages.

These posts included videos demonstrating safe methods of checking vehicles in preparation for the deteriorating weather conditions and the effects this has on road conditions.

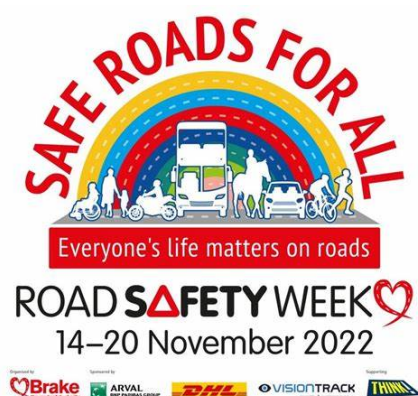


The target is one event per Whole-time/Day Crew/Nucleus station

Area	Target No. of events	Actual
Halton	2	2*
Warrington	4	4*
Cheshire West & Chester	4	4*
Cheshire East	3	4*

**NOTE: \*Targets achieved through social media activity and physical activity**

## Brake Road Safety Week November 14<sup>th</sup> - 20<sup>th</sup>



This was the 17th year the Service has promoted and supported Brake Road Safety Week. This is the busiest period for the Service in terms of road safety output. The message at the heart of this year's Road Safety Week was "Safer Roads For All".

This year's campaign was themed to pay tribute to the heroic work of road safety campaigners, professionals, individuals, and organisations across the country, providing a platform to speak up about how we can all play a part in making journeys safer for everyone.

The 2022 campaign raised awareness of key areas of road safety, including safe vehicles and speeds, [the recent update to the Highway Code](#), the new hierarchy of road users, and the importance of inclusivity to keep us all safe on the roads.

During the period, teams took part in events along with partners, prevention staff and volunteers. The teams visited a variety of venues including primary and secondary schools, colleges, shopping areas and workplaces.

Firefighters learnt during the Covid-19 pandemic that by utilising a combination of delivery methods they can reach and engage a broader range of communities. This has continued into this year's delivery activity with both face-to-face engagement and bespoke social media posts being used by the operational crews or by the Road Safety Team to enhance messaging.

**The target is one event per Whole-time/Day Crew/Nucleus team**

Area	Target No. of events	Actual
Halton	6	6*
Warrington	15	16*
Cheshire West & Chester	11	12*
Cheshire East	12	12*

**NOTE: \*Targets achieved through social media activity and physical activity**



Today is the start of #RoadSafetyWeek across the UK! Millions are taking part in raising awareness and making Safe Roads for All! Here @Runcorn FS were going to be giving away 10 Free Road Safety Bundles !! More details on how to take part shortly 🤔 @brakecharity @CheshireFire



8:46 am · 14 Nov 2022



Blue watch have been out engaging with the public today regarding Brake Road Safety Week! We were checking tyres and giving general road safety advice! We also gave out cycle safety advice and some freebies! For more on the Brake road safety charity, visit [orlo.uk/Jshz7](http://orlo.uk/Jshz7)



5:31 pm · 19 Nov 2022

## National Roads Partnership Summer/Winter Alcohol and Drugs Campaign



**NFCC**  
National Fire  
Chiefs Council



As a Service we also align our campaign activity with the National Roads Partnership calendar which is supported by the National Police Chiefs' Council, the National Roads Policing Intelligence Forum and the National Fire Chiefs Council.

In June 2022 and again in December 2022, police around the country increase their vigilance to detect drivers who use alcohol/drugs and drive. During these months, teams consisting of operational fire-fighters, advocates, Road Safety Team members and volunteers, along with colleagues from Cheshire Police and each of the local authorities, go out into local communities to highlight the dangers of impaired driving.

During these periods we specifically promote the dangers of drink and drug driving and the morning-after effects. We also utilise the "Think Car" to promote the "None for the Road" message.

**The target is one event in each period per Whole-time/Day Crew/Nucleus team**

### June events

Area	Target No. of events	Actual
Halton	2	2*
Warrington	4	4*
Cheshire West & Chester	4	4*
Cheshire East	4	4*

## December events

Area	Target No. of events	Actual
Halton	2	2*
Warrington	4	4*
Cheshire West & Chester	5	5*
Cheshire East	4	4*

**NOTE: \*Targets achieved through social media activity and physical activity**

## Prevention Road safety Team

### Commissioned Road Safety Activity in Cheshire East (KS2 and KS4)



In April 2012, the Service was the first fire and rescue service to be commissioned as a provider of specified aspects of road safety within the local authority area of Cheshire East.

The current contract with Cheshire East Council was in its seventh year during 2022/23. The contract is for a term of six years with break options available after year three. The contract has been extended by an additional year, and a new 6-year contract is currently under discussion with Cheshire East Council which would run from Sept 2023 – Sept 2029.

Targets year on year are (i) 129 primary schools for the Key Stage 2 delivery and (ii) 21 secondary schools for Key Stage 4 delivery.

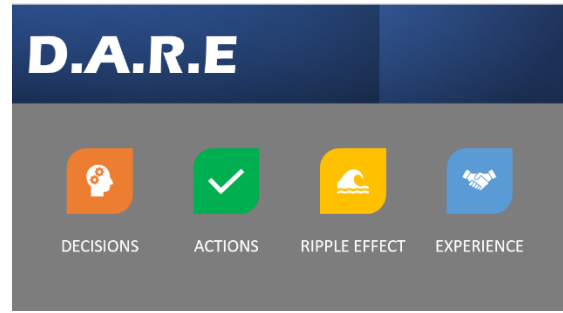
Delivery of the education packages to the schools are completed during a school academic year running from September to July each year and therefore don't align to the performance reporting year.

The Road Safety team started delivery in September 2022 with face-to-face engagement. At the time of the report being written the team have completed 82% of the KS2 visits, a further 15 primary schools are booked in for completion, and the remaining 6 are to be booked in and completed by July 31<sup>st</sup> 2023.

Of the KS4 visits 24% have been completed, a further 5 high schools are booked, and the remaining 11 are to be booked in and completed by July 31<sup>st</sup> 2023.



**Road Craft building block to safety**



**D.A.R.E**



“Think Drive Survive” is our ‘flagship’ multi award-winning road safety intervention delivered across Cheshire in partnership with Cheshire Police and Highways England. The intervention has now been established for 23 years. As part of the Road Safety delivery plan, it would usually be delivered at least 26 times during the year across Service premises as well as externally at schools, colleges and business premises. All our Princes Trust teams receive this training.

This road safety intervention is aimed primarily at young people, 17 to 25 years of age, both pre and post-test drivers or those who will be passengers in cars with young drivers.

The Think Car is a crashed vehicle in which a young person sadly died, and which is used as part of the engagement. The Think Car has now been added to a Presentation in a 4D format to allow every participant to see and experience the car even if the car isn’t there physically.

Additionally, we now have access to a THINK Bike and this will start to be utilised in the coming fiscal year to assist service delivery and the road safety team to target motorcyclists across Cheshire.

Virtual reality continues to be utilised as part of the “Think Drive Survive” intervention. Following our early adoption, multiple Services now mirror the techniques we utilise in the delivery of this road safety intervention.



**The target is 26 events delivered by the Road Safety team**

Target	Actual
26	17*

**NOTE: Target not met due to member of Road Safety team returning to operational role (vacancy out for advert)**

### **Fire-Bike / Biker Down**



The Fire-Bikes are used to engage with motorcyclists and promote enhanced rider training aiming to reduce the number of motorcyclists killed and seriously injured on our roads. This road user group account for 26% of Cheshire's KSI'S and are the second highest road user group involved in collisions.

One of the functions of the Fire-Bikes is to have a consistent motorcycle presence on the well-known routes used by riders throughout the Service area and to engage with them to discuss enhanced training opportunities.

Over the last year, the Fire-Bike volunteers have relocated to Safety Central and re-embedded the Biker-Down courses and events into the calendar after Covid 19, having attended numerous motorcycle riders' clubs and station open days. They have also worked in partnership with Cheshire Police and completed ride outs with the motorbike traffic team attending well-known biker meeting venues where the Biker-Down course has been promoted. This has proven a great success in being able to generate bookings for the course.

The Service has delivered Biker Down courses as part of a NFCC national motorcyclist road safety campaign from the Sadler Road Training facility, Safety Central and at venues provided by local motorcycle clubs throughout 2022 and into 2023. In total the group delivered 15 additional events against the target set.

**The target was 12 events delivered by the Biker Down team**

Target	Actual
12	27

*A continuous social media presence was maintained during the period, the image below is an example.*





## Operation “Close Pass”



This is the third year of this trial intervention in partnership with Cheshire Police.

This involves engagement predominantly with vehicle users and cyclists. A driver who passes a cyclist (plain clothes police officer) too closely will be guided to a staff engagement area. Enforcement action is completed where appropriate, but the key focus is on engaging with and educating all road users involved.

This year two types of events were trialled, focusing on educating drivers on the dangers of close passes. One type of event involved plain clothes police officers stopping drivers who carried out dangerous close passes on cyclists whilst the other focussed on public engagement, mainly in town centres, educating road users. These events took place across all unitary areas including Congleton, Chester, Winsford and Frodsham. The events were well received and proved to be a successful method of engaging with the public which gave us an effective platform to highlight key safety messages to make our roads safer for this vulnerable road user group.

Future planning has taken place utilising data from the British Horse Society rider’s mobile app which allows riders to report dangerous close passes. The road safety team have used this data to identify 7 locations where we plan to run static engagements during the month of September 2023 – March 2024 to continue the evolution of this intervention.



Target	Actual
8	8



**NFCC**  
National Fire  
Chiefs Council

## **National Road Safety Group and Road Safety Leads Northwest**

The Service's Road Safety Manager is an active member of regional and national road safety groups within the National Fire Chiefs Council (NFCC). Our Road Safety Manager is the lead officer in the continuation of the promoting of the "Fatal 5" campaign – this campaign originated in Cheshire, but the NFCC is now encouraging all fire and rescue services to adopt it.

The Service is also represented within the NFCC Powered Two-Wheeler group which provides the governance of the Biker Down intervention that Cheshire and many other Fire and Rescue Services now utilise.

All of these groups continue to work proactively to promote road safety primarily in the Northwest region but also nationally.

**ELECTED MEMBER MONITORING TABLE 2023-24**

<b>PERFORMANCE AND OVERVIEW COMMITTEE</b>								
<b>Meeting Date:</b>	<b>12 July 2023</b>		<b>13 September 2023</b>		<b>22 November 2023</b>		<b>6 March 2024</b>	
<b>Report Deadline</b>	<b>26 June 2023</b>		<b>29 August 2023</b>		<b>6 November 2023</b>		<b>19 February 2024</b>	
<b>Agenda Deadline</b>	<b>3 July 2023</b>		<b>4 September 2023</b>		<b>13 November 2023</b>		<b>26 February 2024</b>	
<b>1</b>			PV	Q1 Finance (budget monitoring) Report	PV	Q2 Finance (budget monitoring) Report	PV	Q3 Finance (budget monitoring) Report
<b>2</b>	AC	Q4 Performance Report	AC	Q1 Performance Report	AC	Q2 Performance Report	AC	Q3 Performance Report
<b>3</b>	SC	Q4 Programme Report	PH	Q1 Programme Report	PH	Q2 Programme Report	PH	Q3 Programme Report
<b>4</b>	SB	Annual UPG Report 2022-23	RS	Annual Equality Monitoring Report	SH	Annual Health, Safety and Wellbeing Report	RS	Annual Bonfire Report
<b>5</b>	JC	Annual Training Performance Report	HC	Annual Safety Central Report	RS	Interim Bonfire Report (verbal)	MJ	Annual Environment & Climate Change Report
<b>6</b>	JB	Annual Safeguarding Children, Young People and Adults Report 2022-23	S McC	Annual On the Streets Project Report	LH	Annual Mental Health Report		
<b>7</b>	L McG	Annual Prosecutions Report	DB	Annual Partnerships Report	AC	HMICFRS 2023 Inspection Report New Action Plan		

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Agenda Item 10

**ELECTED MEMBER MONITORING TABLE 2023-24**

8	AC	HMICFRS 2021 Inspection Closedown Report	TO'D	Annual NWFC Performance Report				
9	RS	Annual Road Safety Report						
10								
11								
12								
<b>NOTES</b>								

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